



# The Mercer Group, Inc.

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Consultants to Management

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**March 16, 2009**

**Ms. C. Elizabeth Gibson  
Town Manager  
Town of Nantucket  
16 Broad Street  
Nantucket, Massachusetts 02554**

**Dear Libby:**

Enclosed are ten (10) bound copies and one unbound copy of The Mercer Group, Inc.'s **Final Report** for the ***Management and Organizational Study of the Department of Public Works***. The report includes our analysis of the Need for a Central Town Garage. Feel free to make extra copies as needed using the unbound copy.

If you have any questions or need more information, please call me at 770-425-1775.

**Very truly yours:**

*Steve*

**Stephen D. Egan, Jr.  
Senior Vice-President**

Copy: Jim Mercer, President and CEO  
Jeff Willet, DPW Director  
Pat Perris, HR Director

**TOWN OF NANTUCKET, MASSACHUSETTS**

**FINAL REPORT**

*Management and Operations Review  
of the  
Department of Public Works*

*And*

*Review of the Need for a  
Central Town Garage*

# **TOWN OF NANTUCKET, MASSACHUSETTS**

## **FINAL REPORT**

### ***Management and Operations Review of the Department of Public Works***

***And***

### ***Review of the Need for a Central Town Garage***

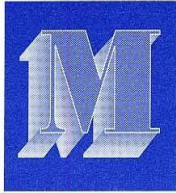
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March 16, 2009

Ms. C. Elizabeth Gibson  
Town Manager  
Town of Nantucket  
Town Hall  
16 Broad Street  
Nantucket, Massachusetts 02554

Dear Ms. Gibson:

The Mercer Group, Inc. is pleased to present our ***Final Report*** for our ***Management and Operations Review of the Department of Public Works*** and our ***Analysis of the Need for a Central Town Garage***. The report is organized as follows:

- I. EXECUTIVE SUMMARY
- II. DEPARTMENT OF PUBLIC WORKS
- III. CENTRAL TOWN GARAGE
- IV. NEXT STEPS
- V. EXHIBITS AND ATTACHMENTS

Thank you for the opportunity to work with Town officials and staff on this project. If you have any questions or require additional information, please call me at 770-425-1775 or email to [steveegan@aol.com](mailto:steveegan@aol.com).

Very truly yours,

*The Mercer Group, Inc.*

**THE MERCER GROUP, INC.**

Stephen D. Egan, Jr.

Senior Vice-President

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# ***I. EXECUTIVE SUMMARY***

This chapter of the report serves as an Executive Summary, which provides an Overview of the Project's purpose, objectives, scope, issues, deliverables, and schedule, as well as summarizes Major Findings and Recommendations.

## **A. OVERVIEW OF THE PROJECT**

### **Background**

The **Nantucket Department of Public Works** has grown significantly in responsibility, project management, and scope over the last decade. Currently, DPW oversees the following major activities:

- **General DPW activities:** Road work (repairs & maintenance, signage, line painting), roadside trash removal, mosquito control, general maintenance on public buildings, fleet maintenance on DPW and a few other vehicles, tree maintenance, stormwater drainage maintenance, and engineering reviews and permits.
- **Wastewater Treatment and Sewers:** Two wastewater treatment facilities and sewer line maintenance & repairs.
- **Solid Waste Disposal:** Oversight of the contract landfill operator, including operation of the MRF, lined landfill cells, and landfill capping & closure, operation of the "Take it or Leave it" facility, and billing for Construction & Demolition (C&D) waste materials.

One of the **goals established by the Nantucket Board of Selectmen** is to "Improve Administrative Management," which includes an objective to "Develop Staffing Plans to Identify Areas for Improvement." To assist in achieving this goal, the Town sought a qualified consultant to assist with identifying ways in which span of control issues may be addressed, while improving managerial control over the expanding duties of the Public Works Department.

## **Scope and Project Issues**

The **Scope of Work** included preparation of a report regarding current staffing and management of Nantucket Department of Public Works and recommendations for improvement. Tasks included the following from the RFP as revised in discussions with the Town Manager:

- Interview the Town Manager and designee(s), DPW Director and/or designee(s), and members of the Board of Selectmen.
- Review the current organization and staffing plan of general DPW, Solid Waste, and Sewers/Wastewater Treatment.
- Prepare a Report to include review of options for a potential reorganization of DPW:
  - Break out Solid Waste and/or Sewer into one or more separate departments, identifying the pros and cons of doing so and the implications (financial and otherwise) of doing so.
  - Address perceived span of control issues within DPW with an additional management level employee.
  - Present other options and ideas at the discretion of the consultant.

Discussions relating to Mercer's initial proposal resulted in an amended proposal that determined the Town needed more of an organizational focus for DPW, including:

- Span of control of the Public Works Director,
- The structure of the DPW management team, and
- Oversight of the landfill contractor.

The amended proposal also added an analysis of the Need for a Central Town Garage.



## **Issues Reviewed During the Study**

### **Town-Defined Issues**

Issues reviewed during the project included the following topics identified in the RFP and the Mercer proposal, as well as in supplemental discussions with the Town Manager:

- **DPW Organization:** Review options for potential reorganization of DPW, including:
  - Should Solid Waste and/or Sewer be broken out into one or more separate departments, along with pros and cons of doing so as well as the implications (financial and otherwise) of doing so?
  - Should the director have subordinate managers over solid waste, sewers, and/or any other functions?
  - What should DPW do and how should services be delivered?
- **Central Town Garage:** Review the current state of fleet management and maintenance practices to determine if the Town needs to centralize the Fleet Management function, including:
  - What is the current inventory of vehicles assigned to Town departments?
  - What fleet management practices are in place in each department?
  - Does the Town need a Central Garage?

To adjust to the amended scope and key issues, we eliminated some tasks and activities in the original proposal:

- Employee surveys, except the Management Philosophy Profile (later added back by the consultant).
- First-line employee interviews (later added back by the consultant).
- Benchmarking to other Massachusetts communities.
- Analysis of some of Mercer's *50 Management Issues*.

## **Mercer Group Issues**

As we do in all our Management and Operations studies, we reviewed many of the following *Fifty Management Issues* in order to address issues and topics in the scope of the project. **Bolded issues below were reviewed in the Nantucket DPW and Town Garage study.**

### **Governance**

- 1. Legal structure/form of government/role of department**
2. Role of governing and advisory boards and committees
3. Staff support to these boards and committees
4. Policy making and decision making processes
5. Identification of and compliance with legal, regulatory, and policy requirements

### **Service Delivery Structure**

- 6. Organizational location of services and activities both in and outside the town**
- 7. Interdepartmental cooperation among town government departments (on fleet issues)**
- 8. Intergovernmental cooperation across the region (on fleet issues)**
- 9. Alternative service delivery opportunities (interlocal agreements, contracts, and privatization for fleet maintenance)**
- 10. Comparison with industry best practices, benchmarks, and Mercer's national experience**

### **Planning**

- 11. Strategic planning process** compared to the Mercer Model
- 12. Town and DPW vision, values, mission, strategies, goals, and objectives**
13. Capital projects planning process, current plans, and plan oversight
14. Financial planning and budgeting processes, documents, and oversight
- 15. Operational planning processes, current plans, and plan oversight**

### **Management Organization and Practices**

- 16. Senior management organization structure**
- 17. Internal workings of the management team**
- 18. Management reporting and communications**
19. Documentation of policies and procedures
20. Customer and stakeholder relations and communications
21. Organizational culture and values
- 22. Management philosophy** and labor-management relations

## **Operations Management**

- 23. Work standards and specifications
- 24. Work planning and scheduling**
- 25. Unit and crew organization and staffing**
- 26. Job classifications, roles, and duties**
- 27. Adequacy of facilities, equipment, tools, technology, communications, and materials
- 28. Unit and crew supervision**
- 29. Unit and crew operations, work flow, productivity, and cost-effectiveness
- 30. Yard, technical support, and administrative support operations
- 31. Activity and performance reporting and analysis**
- 32. Emergency management plans and processes

## **Resource Management**

- 33. Human resources management policies, practices, and processes**
- 34. Training and career development program
- 35. Safety and risk management program
- 36. Employee and labor relations
- 37. Financial management and reporting
- 38. Financial transactions and processes
- 39. Project and activity cost accounting
- 40. Rates, fees, charges, and cost recovery practices
- 41. Internal service fund operations and charges
- 42. Information systems management and support services
- 43. Computer and technology applications (hardware and software)**
- 44. Records management, including documents, mapping, and GIS
- 45. Purchasing and materials management
- 46. Warehouse and stores operations
- 47. Facilities management**
- 48. Facility and grounds maintenance operations
- 49. Fleet and equipment management**
- 50. Equipment specifications, procurement, and replacement**

## **Fact Finding Process**

### **List of Interviews**

We interviewed a wide range of persons with a stake in the work of the Public Works Department and Fleet Management services, including:

- Board of Selectmen
- Town Manager
- External stakeholders (representatives of business, civic, and neighborhood groups)
- Town support departments (Finance, Human Resources, Purchasing, etc.)
- Town departments and external agencies with vehicles and equipment to be maintained
- President of Waste Options
- Public Works Department Director and senior managers
- Public Works employees (some in groups), which included some observation of field work

### **Distribution of Mercer Surveys**

Five Mercer surveys (Values, GRIPES, Personnel Practices, Resources, and Organizational Climate) were distributed to all department employees, with a solid return rate over 90%.

In addition, the Director, Assistant Director, and three Foremen were given the Management Philosophy Profile to complete.

### **Documents Reviewed**

We collected and reviewed a wide range of documents including:

- Town Charter
- 2007 Annual Town Report
- 2007 Annual Town Meeting Articles
- Comprehensive Community Plans, 1990 and 2000
- Budgets, Capital Projects, and Financial Plans and Reports
- Fleet Inventories for 2006, 2007, and 2008
- Union Agreements and Personnel Policies
- Public Works Department Organization Plan
- Public Works Job Descriptions
- Public Works Management and Operational reports, forms, and data

## **Project Activities**

To accomplish the goals of the project, we conducted the following activities:

1. **Site Visit #1:** Held a Kickoff Meeting with the Town Manager and an Orientation Meeting with the DPW Director and DPW senior managers. Toured DPW work sites and facilities, including the DPW yards and both wastewater treatment plants.
2. **Research:** Collected and reviewed data and reports, such as the budget, financial report, annual and monthly operations reports, organizational charts, the Annual Town Report, and the like.

Distributed to Town managers and employees, collected, and compiled the results of Mercer Group surveys (see **Exhibits 1a, 1b, and 1c**).

3. **Site Visit #2:** Conducted on-site interviews and site visits, which included interviews with members of the Board of Selectmen, Public Works employees, and Town Departments either receiving vehicle maintenance services from DPW or maintaining their own vehicles.
4. **Analysis and Draft Report:** Reviewed and analyzed information and data collected during the study, developed preliminary findings and recommendations, and prepared a draft report.
5. **Site Visit #3:** Reviewed the draft report with the Town Manager, HR Director, Public Works Director, and Assistant Public Works Director.
6. **Updated Draft Report:** Based on comments and additional information provided during Site Visit #3, we prepared an Updated Draft Report for presentation to the Board of Selectmen, Town Manager, HR Director, and Public Works Director.
7. **Presentation:** A presentation and review of the Updated Draft Report with the Board of Selectmen, the Town Manager, the Human Resources Director, and DPW Director was made in January of 2009.
8. **Final Report:** Based on comments from the Board of Selectmen and Town staff, we prepared this final report on the project.

## **Project Deliverables and Structure of the Report**

We prepared Draft, Updated Draft, and Final (in the future) Reports for the project, which detail our findings, recommendations, and implementation plan. The structure of the report is as follows:

- **Executive Summary: Chapter I** provides an:
  - Overview of the Project
  - Major Findings and Recommendations
- **Department of Public Works: Chapter II** provides an Overview of DPW services and resources, as well as findings, issues and analyses, and recommendations in the areas of:
  - Results of Interviews and Surveys
  - Strategic Planning
  - Service Delivery Structure
  - Organization and Staffing
  - Resource Management (Budget and Finance, Facilities Management, Human Resource Management, and Information Technology)
- **Central Town Garage: Chapters III** provides an Overview of current practices in maintaining Town vehicles and equipment, as well as findings, issues and analyses, and recommendations in the areas of:
  - Inventory of Town Vehicles
  - Current Fleet Management Practices
  - Feasibility of a Central Town Garage
- **Next Steps: Chapter IV** presents an implementation process, issues, and plan.
- **Exhibits and Attachments: Chapter V** provides supplemental exhibits and attachments to support the text of the report.

## **B. MAJOR FINDINGS AND RECOMMENDATIONS**

This section of the report presents Mercer's overall assessment of DPW and Town Fleet Operations, highlights Key Issues for DPW and Fleet Operations, and summarizes major findings, issues and opportunities, and recommendations in the report.

### **Mercer's Overall Assessment of DPW**

Compared to other Mercer clients, Mercer's management model, and industry-standard best practices, **the Nantucket Department of Public Works is relatively well-managed, relatively cost-efficient, and effective in meeting most performance expectations.**

Although improvements can be made in management and operations, Public Works services and programs generally have the support of Town officials, managers, and stakeholders.

### **Key Strengths**

- DPW leadership and operational management.
- DPW's commitment to citizen service, responsiveness to complaints and service requests, and the dedication of employees.
- Town's support for and investment in the wastewater utility.
- Town's recent investments in vehicles and equipment.

### **Key Weaknesses and Challenges**

- Enhance the management team's cohesiveness (primary an issue caused by the current organizational structure).
- Expand engineering and surveying services.
- Better structure and manage the Waste Options contract (primarily a Town issue, but also includes a role for DPW).
- Better manage other Town-operated solid waste programs (TI/LI for example), where improvement was evident throughout the study.
- Ability to fund capital and maintenance needs of all Town departments and programs in a weakening economy.

## **Key Issues for DPW Operations**

- 1. Strategic Direction:** Lacking a Town-wide Strategic Plan and an up-to-date Mission Statement, DPW projects and activities may or may not be aligned with the Vision created by the Community Comprehensive Plan and Strategies defined by the Board of Selectmen.

***Recommendation:** The Town should implement a comprehensive Strategic Planning Process based on the Mercer Model (see Exhibit 2) and DPW should develop a Strategic Business Plan linked to the Town's Strategic Plan.*

- 2. Management Cohesiveness:** From interviews and surveys, we believe the DPW management team is not as cohesive as it needs to be to effectively run the department. Cohesiveness issues are primarily driven by roles and responsibilities that need to be redefined through revisions to the Management Organization Plan and adjustments in management philosophy.

***Recommendation:** The DPW Director should work with the Town Manager and HR Director to address cohesiveness limiting issues in job descriptions, organizational structure, and management philosophy.*

- 3. Management Organization Plan:** The inclusion of Wastewater in DPW makes sense based on the DPW Director's experience with utilities and the operational role of the Plant Manager. Other elements of the DPW structure could be improved, however.

***Recommendation:** Create a new Engineering Services Division headed by the Assistant Director and make Operations an independent division. Also, leverage the General Foremen-Operations with an additional Working Foreman or Lead Worker to ensure all crews and specialists have adequate day-to-day supervision.*

- 4. Managing the Numbers:** Like many smaller Public Works Departments, DPW does not have the means to measure the use of resources, cost of activities and services, and productivity of crews and specialists. A key to effective public works management is the systematic assessment of the use of resources to ensure time and money is productively applied to the Town's highest priority activities.

***Recommendation:** Implement a DPW Operations Management program facilitated by an automated Operations Management Information System (a/k/a Work Order System).*



## **Mercer's Overall Assessment of the Town's Fleet Operations**

Compared to other Mercer clients, Mercer's management model, and industry-standard fleet management best practices, **the Town of Nantucket's approach to fleet management (a decentralized, department-driven, maintenance-only model) is relatively archaic, cost-inefficient, and ineffective in meeting performance expectations for managing a local government fleet.** Town officials, managers, and stakeholders all see the need for upgrading to a model based on principles of fleet management, not just fleet maintenance.

### **Key Strengths**

- Town's recent investment in vehicles and equipment has upgraded the fleet.
- Services by the DPW garage and quality of work by the DPW mechanics.
- Commitment of department fleet coordinators to maintaining their vehicles and equipment.
- Strong set of on-island vendors for warranty and routine maintenance and off-island vendors for specialty maintenance (fire apparatus, transit buses).

### **Key Weaknesses and Challenges**

- Maintenance focus of the Town's current approach lessens the positive impact of key elements of an "industry-standard" Fleet Management program, such as:
  - Life-cycle replacement planning,
  - Optimization of the fleet inventory,
  - Optimized specifications to meet functional and financial objectives,
  - Preventative maintenance program, and
  - Economies of scale in purchasing and contracting.
- Lack of central fleet management leadership at the Town-level (i.e., a Fleet Manager).
- Lack of an adequate Central Town Garage impedes quick transition to a full Fleet Management model. The Public Works garage, however, could be adapted relatively inexpensively to serve more Town vehicles.
- Relative independence of some public agencies (Airport, Water) and satisfaction with their current vehicle maintenance program likely will limit participation in a Central Town Garage, if implemented, to agencies that directly report to the Town Manager.

## **Key Issues for Fleet Operations**

- 1. Strategic Direction:** Again, lacking a Town-wide Strategic Plan and an up-to-date Mission Statement, Town and DPW fleet-related projects and activities may or may not be aligned with the Vision created by the Community Comprehensive Plan and the Strategies defined by the Board of Selectmen.

***Recommendation:** The Town should implement a comprehensive Strategic Planning Process based on the Mercer Model (see Exhibit 2) and the Town, with the support of departments with larger fleets, should develop a Strategic Business Plan for Fleet Operations to link to the Town's Strategic Plan.*

- 2. Managing the Numbers:** Like many smaller governments and Public Works Departments, the Town and DPW do not have the means to measure the use of resources, cost of activities and services, and productivity of crews and specialists. This limitation includes Fleet Management as most repair work and costs, except direct billed by vendors, are not tracked or analyzed.

***Recommendation:** Implement a Fleet Operations Management program facilitated by an automated Fleet Management Information System (FMIS).*

- 3. Management of the Town's Fleet and Facilities:** The Town currently employs a decentralized, department-driven fleet maintenance approach. Facilities Management also is decentralized. Both functions are well short of industry standards, particularly preventative maintenance programs, fuel and usage management, and contract/vendor management.

***Recommendation:** Create a Fleet/Facilities Manager position as a first step in implementing an industry-standard Fleet/Facilities Management program.*

## **Department of Public Works (Chapter II)**

### **Summary Findings from the SWOT Assessment**

- **Key Strengths:** DPW services, problem-solving, customer responsiveness and interactions, and ability to get things done. Environmental management and capital investments. Emerging Town Finance, Human Resources, and Purchasing functions.
- **Key Weaknesses:** DPW management cohesiveness (a structural issue). Structure of traffic engineering services (DPW/Planning). No current DPW mission statement. Need for surveyor and engineer. Management succession planning.
- **Key Opportunities:** Sewer rate study and capital investment in major projects. Evolving Town management systems. Town-wide fleet management program.
- **Key Threats:** National economic crisis may limit revenues and ability to invest in needed resources, personnel, and projects.

### **Summary of Findings from the Mercer Employee Surveys**

Results for the employee surveys are compiled in **Exhibits 1a, 1b, and 1c**, and major issues described in Chapter II of the report. Department- and division-specific recommendations are provided in Chapters III through VI.

- **Overall Scores:** Most DPW scores met the Mercer Minimum Standard. Nantucket DPW compares favorably to scores for other recent public works clients.
- **Resources:** Administration computers and Operations staffing and facilities are rated a bit low.
- **Human Resource Management:** Operations rates some factors lower than Administration and Wastewater.
- **GRIPES:** Respect by and Support from other Town departments and managers (“the folks downtown”) are rated somewhat low (a trend in public works agencies).
- **Organizational Climate Survey:** A few subscales are rated a bit low (Receptivity to Change, Work Group Coordination, Management Group Problem-solving, Career Ladders and Compensation/Benefits).
- **Management Philosophy Profile:** Current and Target scores are highly consistent among the senior management team. Positive movement from Current to Target scores by all managers. The Target scores are right at Mercer’s Standards.

## **Summary of DPW-Related Recommendations**

A short summary of DPW-related recommendations are provided below with page references to the full recommendation statement.

1. Strengthen the Organizational Culture within the Department of Public Works (DPW) to resolve issues reflected by low scores on specific factors in the employee surveys and negative comments in the SWOT Assessment. (Page 36)
2. Enhance Management Cohesiveness within the management team in DPW (primarily a structural issue). (Page 36)
3. Enhance the Town's Strategic Planning process to make it closer to the Mercer Model (see Exhibit 2) and carry it down to Town Departments, including DPW. (Page 42)
4. Develop a DPW-specific Mission Statement. (Page 42)
5. Expand management and operational reporting to the Town Manager and the Board of Selectmen, including outcome- and output-oriented performance measures. (Page 42)
6. Maintain the current functional organization of the Department of Public Works with Wastewater remaining a division of DPW. (Page 46)
7. Revisit the structure of Traffic Engineering services involving DPW and Planning Commission staff. (Page 46)
8. Review and renegotiate the Waste Options contract (primarily a Town issue) and expand DPW monitoring of day-to-day operations at the landfill. (Page 46)
9. Revise the DPW Organization Chart as follows (Page 50):
  - Add an Engineering Services Division (headed by the Assistant Director)
  - Make Operations a division (headed by the General Foreman)
  - Add a third Working Foreman or Crew Leaders in Operations to improve day-to-day supervision of crews and specialists

**10.** Add three positions to the DPW staff (Page 51):

- Engineering Technician
- Fleet/Facilities Manager
- Management Analyst (could be placed in the Town Manager's Office)

**11.** Improve Operations Management practices within DPW. (Page 57)

**12.** Improve Budgeting practices for capital projects and operations. (Page 61)

**13.** Improve DPW operational and financial reporting with an Operations Management Information System (OMIS or Work Order System). (Page 61)

**14.** Maximize revenues through periodic cost of service and rate studies. (Page 61)

**15.** Improve Facilities Management services through better (Page 62):

- Leadership
- Planning
- Preventative Maintenance

**16.** Improve Human Resource Management through (Page 64):

- Updated Job Descriptions
- Better application of Performance Evaluations
- Expanded Training and Safety Plans
- Better definition of the structure of management position's participation in the administrative/clerical union

**17.** Expand Information Technology systems in the areas of OMIS and Fleet Management. (Page 65)

## **Central Town Garage (Chapter III)**

### **Overview of the Current Fleet and Maintenance Operations**

The Town of Nantucket and other public agencies on the island (Airport, Water, Sheriff, NRTA, Land Bank) owned and operated 252 vehicles and pieces of equipment as of August 2008. Most of the fleet is “light” equipment, such as automobiles, light pickup trucks, and the like. The fleet has grown about 18% since June 2006. The fleet has an original total cost over \$6,600,000 and a net current total value exceeding \$2,200,000.

Town vehicles are maintained, or their maintenance managed, by Town departments and agencies. A few smaller agencies use the DPW garage to maintain their vehicles. A few departments have their own mechanics; others use contractors.

Town departments (excluding Airport, Schools, NRTA, and Sheriff) in total spend about \$125,000 per year on vehicle maintenance services, excluding the cost of town employees.

Our recent work with public works agencies indicates that 200 vehicles/pieces of equipment is the “magic number” that prompts a change from decentralized fleet maintenance to centralized fleet management. A second activator is the need for or plan to build a new DPW maintenance garage.

### **Summary of Fleet Management Recommendations**

A short summary of Fleet-related recommendations are provided below with page references to the full recommendation statement.

18. More aggressively manage the growth of the Town’s fleet. (Page 75)
19. Enhance fleet asset records. (Page 75)
20. Develop an industry-standard vehicle replacement program. (Page 75)
21. Cull the fleet of seldom-used vehicles and equipment. (Page 75)
22. Develop an industry-standard approach to Fleet Management that moves beyond Fleet Maintenance. (Page 85)
23. Develop a uniform method of fleet management recordkeeping across Town departments and agencies. (Page 85)
24. Improve the management of contract garages and services. (Page 85)
25. Hire a Fleet/Facilities Management and implement at least a partially centralized Fleet Management program. (Page 92)

## **Next Steps (Chapter IV)**

- **Implementation Process:** Create department and cross-functional teams to implement recommendations and report monthly to the Town manager, who will brief the Board of Selectmen on progress.
- **DPW Implementation Issues (Chapter II recommendations):**
  - Developing a new DPW-Planning protocol on traffic engineering services.
  - Improving the contents and management of the Waste Options contract after prior tensions and conflict.
  - Possible resistance to restructuring senior DPW-level jobs.
  - Dealing with management cohesiveness issues.
  - Resources to fund a Management Analyst and a third Working Foreman or Lead Worker positions in DPW Operations.
  - Resources to procure and implement an Operations Management Information System.
- **Fleet Management Implementation Issues (Chapter III recommendations):**
  - Understanding of and willingness to shift from a decentralized Fleet Maintenance approach to a central Fleet Management Model.
  - Financial resources to hire a Fleet Manager and implement an industry-standard fleet management program.
  - Willingness of some Town agencies to participate in a central Fleet Management program.
  - Cost-benefits and financial resources to develop a Central Town Garage, with possible satellites, for all or most Town departments and agencies.
- **Implementation Plan:** See **Exhibit 5** for an implementation plan and scorecard.

## ***II. DEPARTMENT OF PUBLIC WORKS***

This chapter of the report focuses on **general issues relating to the organization and operation of the Town's Department of Public Works**, including:

➤ **Overview of the Department:**

- Services
- Resources (budget and personnel)

➤ **Results of Interviews and Surveys:**

- SWOT Assessment
- Employee Surveys:
  - Values
  - Resources
  - Human Resource Practices
  - GRIPES
  - Organizational Climate
  - Management Philosophy Profile

➤ **Findings and recommendations for department-wide functions and activities:**

- Strategic Planning
- Service Delivery Structure
- Organizational and Staffing
- Resource Management functions:
  - Budget and Finance
  - Facilities Management
  - Equipment Management
  - Human Resource Management
  - Information Technology

**Chapter III of the report provides a detailed analysis of the need for a Central Town Garage**, as well as provides Town-wide data for and analyses of the current inventory of vehicles and equipment, vehicle maintenance facilities, and vehicle management and maintenance practices.



## **A. OVERVIEW OF THE DEPARTMENT**

### **Services**

The Department of Public Works provides a variety of maintenance and construction services, including

➤ **Administration:**

- Department management
- Wastewater Treatment management
- Strategic, environmental, and capital program planning
- General administrative support
- Accounts payable and payroll processing
- Scale House billing and Household Hazardous Waste coordination
- Citizen questions and complaints
- Dispatch and radios
- Paving projects
- Field engineering
- DPW permits

➤ **General DPW activities:**

- Road work (repairs & maintenance, signage, line painting)
- Roadside trash removal
- Mosquito control
- General maintenance on public buildings
- Fleet maintenance on DPW vehicles
- Tree maintenance
- Stormwater drainage maintenance

➤ **Sewers:**

- Operation of two wastewater treatment facilities
- Sewer line maintenance & repairs

➤ **Solid Waste:**

- Oversight of the contract landfill operator, including operation of MRF, lined landfill cells, and landfill capping & closure
- Operation of a “Take it or Leave it” facility
- Billing for Construction and Demolition (C&D) materials processing

## **Resources**

DPW has a total **FY 2008 budget** (all funds) of \$26,490,529 for operations and capital improvements (Articles), which is broken down by the following funds and programs.

**Table 1**

### ***FY 2008 Budget Breakdown***

<b>FUND/PROGRAM</b>	<b>REVENUES</b>	<b>EXPENSES</b>	<b>NET COST</b>
<b><u>General Fund</u></b>			
Public Works	\$ 41,200 (1)	\$ 2,748,511	\$ 2,707,311
Snow Removal	\$ 0	\$ 25,000	\$ 25,000
Mosquito Control	\$ 0	\$ 209,400	\$ 209,400
TOTAL	\$ 41,200	\$ 2,982,291	\$ 3,023,491
<b><u>Landfill Fund</u></b>			
Collection/Disposal	\$5,413,000 (2)	\$ 9,936,200	\$ 4,523,200
Recycling/MRF	\$ 80,000	\$ 726,800	\$ 806,800
TOTAL:	\$5,891,000	\$10,663,000	\$ 5,330,000
<b><u>Sewer Fund</u></b>			
Wastewater Treatment	\$3,500,725	\$ 3,500,725	\$ 0
Sewer Collection (3)	\$ 0	\$ 9,102,273	\$ 9,102,273
Sconset WWTP	\$ 0	\$ 242,240	\$ 242,240
TOTAL:	\$3,500,725	\$12,845,238	\$ 9,344,513
GRAND TOTAL:	\$9,432,925	\$26,490,529	\$17,057,604

(1) State Highway (Chapter 81)

(2) Less General Fund contribution of \$2,716,000

(3) Expenses include \$8,752,356 for Articles

The General Fund and Sewer Fund budgets fund the following **35 full-time positions**, as well as several part-time and temporary positions and three to four seasonal employees:

- **Administration (4):** Director, Assistant Director, Administrator, and Office Administrator.
- **Solid Waste-Take It or Leave It:** Two part-time Attendants are supplemented by Operations crews for clean-ups.
- **Operations (23):** General Foreman (2), Working Foreman (4), Special Projects Coordinator (1), Maintenance Technician (4), Senior Equipment Operator (3), Junior Equipment Operator (5), and Laborer (4). NOTE: Two vacant positions likely will not be filled, adjusting the net Operations count to 21 active positions.
- **Wastewater (9):** Plant Manager (1), Maintenance Tech (3), Sewer Collections (1), Sewer Equipment Operator (1), Plant Operator (1), Electrician/Maintenance Worker (1), and Lab Analyst (1).

## **B. RESULTS OF INTERVIEWS AND SURVEYS**

### **Findings**

#### **SWOT ASSESSMENT**

This section of the report summarizes SWOT themes (Strengths, Weaknesses, Opportunities, and Threats) and issues affecting the Public Works Department. These **themes and issues are gleaned from interviews with the Board of Selectmen, Town Manager, HR Director, Finance Director, DPW management team, and DPW employees, and summarized as follows:**

- Key SWOT Issues (summarized from All Interviews)
- SWOT Issues from Town Officials and Managers Interviews
- SWOT Issues from DPW Managers and Employees Interviews

**Each interview was structured to solicit comments on four topics:**

- **Strengths:** What does DPW do well?
- **Weaknesses:** What needs to be changed or improved?
- **Opportunities:** What positive events or ideas are on the horizon?
- **Threats:** What situations or events would make the wheels fall off?

**For each topic, major themes or issues are identified** when discussed in a significant number of the interviews. Each theme presented is based on a compilation of the insights of all parties interviewed. In addition, Mercer rates each theme as having a high (H), medium (M), or low (L) impact on services and operations.

**Note that these findings are the perceptions of the parties interviewed and may not accurately reflect the current situation.** In some cases information is out-of-date or incorrect; in others the comment accurately reflects the current situation. In addition, some issues are within DPW's control, but others are not. So, care must be taken not to overreact to any perceived positives or negatives in the SWOT Assessment, but to use these ideas as food for thought and opportunities to grow and change.

Recommendations relating to SWOT issues are provided in various chapters and sections of the report, with this section's recommendations focusing on organizational culture and management philosophy issues.

## **Summary of Key SWOT Issues (All Interviews)**

### **Strengths**

1. DPW customer responsiveness and interactions (H)
2. DPW services, problem-solving, and getting things done (H)
3. Environmental management and capital investment (H)
4. Emerging Town Finance, HR, and Purchasing functions (with recent hires) (H)

### **Weaknesses**

1. Town needs a surveyor and engineer (H)
2. DPW planning roles (traffic, engineering) (H)
3. Management succession planning (H)
4. Cohesiveness of the DPW management team (H)
5. No current DPW mission statement (H)
6. Appearance of the Town (improved since study began) (M)
7. DPW HR practices (M)
8. Reactive approach to work (“behind,” “catch-up,” “put out fires”)
9. Need more supervision over some crews or specialists (M)
10. Need to improve management and activity reports and performance measures (M)
11. Need to improve scale house billing (improvements in process) (M)

### **Opportunities**

1. Sewer rate study (H)
2. Capital investments for major projects (H)
3. Evolving management systems and controls at the Town-level (Finance, HR, Procurement) (H)
4. Town-wide fleet management program and Town Garage (H)
5. Surveying/Right-of-Way/Project Management resources or staff (H)
6. Building Maintenance program (M)
7. Gasification/Wind Field at landfill (M)

### **Threats**

1. Can future revenues provide for needed infrastructure investment and maintenance needs? (H)
2. Macro-economic issues and pressures (H)
3. Environmental management and regulatory compliance (M)

## **SWOT Issues from Town Officials, Town Manager, and Support Department Interviews**

### **Strengths**

1. DPW's customer service generally and responsiveness to citizen complaints and service requests (H)
2. DPW gets on top of problems (H)
3. Dedicated, nice people with high morale, teamwork, pride in work (H)
4. General Foreman (H)
5. Snow removal and utilities programs (H)
6. Town Finance, HR, and Procurement functions evolving (with recent hires) (H)
7. DPW has needed equipment (particularly due to fleet investment in recent years and the work of the mechanics) and facilities (H)

### **Weaknesses**

1. DPW senior management needs to be more cohesive (H)
2. Need a Town surveyor and/or engineer? (H)
3. Reactiveness seen by some as caused by Board of Selectmen's "due diligence" (a/k/a micromanaging) (H)
4. Appearance of Town properties and the downtown area (H)
5. Not enough people in DPW to accomplish all tasks (H)
6. Need higher level of professionalism, particularly in dealing with the public (H)
7. DPW needs to be more proactive to get ahead of problems and needs (M)
8. Need an Assistant Town Manager (a broader issue than this study and in place)? (M)
9. Some key employees near retirement (succession planning) (M)
10. Need to expand hours at landfill (M)
11. Need more operational reports and management analyses (M)
12. DPW personnel administration practices (complete performance evaluations and update job descriptions) (M)
13. Need higher skill levels for some tasks (M)
14. Need better sign program (M)

## **Opportunities**

1. Town management initiatives (Finance, HR, Procurement) (H)
2. Fleet management/central garage (H)
3. Better oversight of Waste Options contract (H)
4. Sewer fee study (H)
5. Investment coming in sewer and other public facilities (H)
6. MUNIS for project accounting and work orders (as well as to help “Manage the Numbers”) (H)
7. Better use of DPW skills and staff to support other departments, like P&R and Land Bank (M)
8. Gasification and wind power at landfill (M)
9. Traffic Safety Work Group (Town Manager, DPW Director, Police, Fire, Transportation Planner, and two citizens) (M)

## **Threats**

1. Growth puts a load on infrastructure as well as schools and hospitals (H)
2. Private group wants to dispose of C&D waste (potential loss of revenue) (H)

## **SWOT Issues from DPW Managers and Employees Interviews**

### **Strengths**

1. Quality and quantity of work (H)
2. Team work of DPW employees (H)
3. Equipment and materials generally good (H)
4. Mechanics do a great job (H)
5. Sewer line inspections (TV) (M)
6. Facility improving (e.g., garage, administration building) (M)

### **Weaknesses**

1. No current DPW mission statement (H)
2. Director pulled in too many directions (H)
3. Management of Waste Options contract, a Town and DPW issue (H)
4. Need third Working Foreman to leverage General Foreman (or alternatively Lead Workers) (H)
5. Need higher supervision of some crews and specialists (H)
6. Need to get Operator comments when ordering equipment (H)
7. Crews may be too small to be proactive (M)
8. Need to improve Scale House billing practices (M)
9. Need to improve/expand Sign program (M)
10. Why so much clean-up time for *Take It or Leave It*?
11. Illegal dumping on the island (M)
12. Low pay for seasonal employees (M)
13. Occasionally get pulled off jobs during the work day (M)
14. Daffodils are a pain in the neck when grading and mowing (M)
15. Grease trap impact on sewers (M)
16. Need Operator checklist in DPW (M)

### **Opportunities**

1. Utility Commission needed (Water, Sewer, Solid Waste)? (M)
2. Redesign trash barrels downtown (e.g., Lima, Peru, system with roving cleanup crews or Big Belly Solar from Needham) (M)
3. New approach to transportation engineering (M)

### **Threats**

1. Lack of management cohesiveness (M)

## **EMPLOYEE SURVEYS**

We applied **five Mercer Group surveys** to gather data for the study:

- **Values Survey:** Measures the degree to which organizational values are defined, communicated, and implemented.
- **Resources Survey:** Measures the adequacy of a variety of resources (people, technology, facilities, equipment, etc.).
- **Human Resource Practices Survey:** Measures the effectiveness of personnel administration functions and activities.
- **GRIPES Survey:** Measures the state of the organization's culture, with slightly different topics covered than the OCS.
- **Organizational Climate Survey (OCS):** Measures the state of the organization's culture, internal relationships, and employee attitudes toward work based on sixty indicators grouped into twelve sub-scales.
- **Management Philosophy Profile (MPP):** Measures how managers and supervisors approach their roles as supervisors based on 12 criteria.

A master copy of the employee survey is provided as **Attachment A** to the report, with summary data provided in **Exhibits 1a, 1b, and 1c**. **The data is stratified by three Organizational Categories:**

- **100-Administration:** Director + two support persons
- **200-Operations:** Assistant Director + Superintendent + Working Foremen + fourteen other Employees
- **300-Wastewater:** Chief Operator + Lead Operator + five Operators

**And two Employee Types:**

- **001-Supervisors**
- **002-Non-Supervisors**

In processing the surveys, we determined that due to confidentiality issues DPW had too few supervisors to separate data for supervisors and non-supervisors by the three organizational categories. This data only is provided at the department-level for the OCS.



## Overall Scores

Overall, the surveys resulted in relatively strong scores compared to other Mercer clients nationally and regionally. Lower scores for specific surveys and factors indicate issues and perceptions to resolve.

Scores from recent public works clients, as well as Mercer's Minimum and High Performance Goals, are shown on Table 2 below for comparison.

**Table 2**

### *Mercer Survey Scores for Recent Public Works Clients*

<b>CLIENT</b>	<b>RESOURCES (Exhibit 1a)</b>	<b>HUMAN RESOURCES (Exhibit 1a)</b>	<b>GRIPES (Exhibit 1b)</b>	<b>OCS (Exhibit 1c)</b>
<b><u>NANTUCKET DPW</u></b>	3.076	2.802	2.839 69% Potential	53.00% Agree 32.00% Disagree
<b><u>DPW B</u> Smaller Mid-income Southwest</b>	3.097	2.976	3.254 75% Potential	61.79% Agree 23.06% Disagree
<b><u>DPW M</u> Same size Hi-income Southeast</b>	3.308	2.896	3.047 75% Potential	58.18% Agree 27.17% Disagree
<b><u>DPW N</u> Same Size Hi-income Northeast</b>	2.390	2.124	2.495 60% Potential	39.08% Agree 45.59% Disagree
<b><u>DPW W</u> Larger Mid-income Northeast</b>	1.977	2.059	2.367 62% Potential	40.86% Agree 41.65% Disagree
<b><u>MERCER STANDARDS</u> Minimum</b>	3.0	3.0	3.0 70% Potential	>50% Agree <40% Disagree
<b>High Performance</b>	4.0	4.0	4.0 80% Potential	>60% Agree <30% Disagree

## **Resources Survey**

Using a scale of 1=Poor to 5=Excellent, our Minimum goal is scores at or near 3=Average/Adequate and our High Performance goal is 4=Good. Scores close to or below 2=Fair are problematic and need improvement.

**The department's overall Resources rating of 3.076 meets Mercer's Minimum goal.**

**All Organizational Categories were within ½ point of the overall averages, with Administration (as usual) having the highest scores and Operations (as usual) the lowest.**

- **100-Administration:** 3.630
- **200-Operations:** 2.846
- **300-Wastewater:** 3.463

All DPW-level scores were within ½ point of the average (above or below). **A few scores within Organizational Categories were a bit low**, but are still well above our Fair/Needs Improvement score of 2.0:

- **Administration:** Computers and Other Resources
- **Operations:** Staffing and Facility

**Some ratings approach or exceed Mercer's High Performance goal of 4, including:**

- **Staffing:** Wastewater
- **Facility:** Administration
- **Vehicles:** Administration
- **Tools:** DPW and Wastewater
- **Gear:** Administration and Wastewater
- **Office Equipment:** Administration
- **Materials:** Administration and Wastewater
- **Other Resources:** Wastewater

## **Human Resource Practices Survey**

Using a scale of 1=Poor to 5=Excellent, our Minimum goal is scores at or near 3=Average/Adequate and our High Performance goal is 4=Good. Scores close to or below 2=Fair are problematic and need improvement.

**The department's overall rating of 2.802 is very close to Mercer's Minimum goal.** As usual, the HR Practices rating is somewhat (.2) lower than the Resources rating, but closer than in most clients, where this score may be ½ to 1 point lower.

**All organizational categories were within ½ point of the overall averages, with Administration (as usual) having the highest scores and Operations (as usual) the lowest.**

- **100-Administration:** 3.283
- **200-Operations:** 2.656
- **300-Wastewater:** 2.970

Most of the 9 factors are within ½ point of the average (above or below). **A few scores are somewhat low**, but are still above our Fair/Needs Improvement score of 2.0:

- **Hiring Process:** Operations
- **Career Ladders:** Operations (often low in small organizations)
- **Grievances:** Operations (commonly low in maintenance organizations)
- **Discipline:** DPW, Operations, Wastewater
- **Performance Evaluations:** DPW, Operations, Wastewater
- **Labor Relations:** Operations (commonly low in unionized, maintenance organizations)

**Some ratings approach Mercer's High Performance goal of 4, including:**

- **Grievances:** Administration
- **Benefits:** Administration, Operations
- **Morale:** Administration

## **GRIPES Survey**

Using a scale of 1=No/Never to 5=Always, our Minimum goal is scores at or near 3=Often and our High Performance goal is 4=Mostly. Scores close to or below 2=Sometimes are problematic and need improvement. The Potential rating is based on a percentage with 70% our minimum goal and 80% our high performance goal.

**Overall, the department averaged 2.839, which is very close to our Minimum goal. The 66% Potential rating is close to our Minimum goal of 70%.**

**Administration and Wastewater scores were close to the department average, but Operations was somewhat lower, but still fairly strong for a maintenance operation.**

**Factors with low ratings (<2.5) include:**

- **Respect by Other Town Departments:** DPW, Operations, Wastewater
- **Non-Monetary Rewards:** DPW, Administration, Operations, Wastewater
- **Information-Policies:** Operations
- **Support from Town Officials and Managers:** Operations

**Factors with high ratings (>3.5) include:**

- **Growth-Organizational Help and Training Hours:** Administration
- **Respect by Supervisors/Department Head:** Administration
- **Empowerment:** Administration, Wastewater
- **Support-Department Support Staff:** Administration
- **Support-Department Head and Management Team:** Administration

## **Organizational Climate Survey**

Using a percentage scale for Agree, Disagree, and Undecided ratings, our **Minimum goals** are Agree scores at or greater than 50% and Disagree scores under 40% and our **High Performance goals** are Agree scores at or above 60% and Disagree scores under 30%. Undecided scores vary by the composition of the workforce in each client with most clients in the 15% to 20% range.

Overall, the department averaged 53.00% Strongly Agree/Agree, 32.00% Strongly Disagree/Disagree, and 15.00% Undecided. **All three scores meet our Minimum goals**

**Scores vary by Employee Type, with supervisors somewhat more positive than non-supervisors.** This difference is typically found in our clients, but the 4+ point difference in Agree scores is less than most clients.

**Subscales having low Agree scores** (under or close to 40%) and high Disagree scores (close to or over 40%) are:

- **Career Opportunities:** DPW, Administration, Operations, Wastewater. This score usually is low in smaller agencies.
- **Compensation and Benefits:** DPW, Administration, Operations. Likely a comment on salaries and not benefits considering other surveys.
- **Managerial Competence:** Operations. Based on interviews, this somewhat low rating does not reflect the competence of the Operations Superintendent, but people higher up.
- **Receptivity to Change:** Operations. See comment above.
- **Work Group Coordination and Cooperation (Within a work group):** DPW, Administration, Operations, Wastewater. These very low scores indicate a need to strengthen line supervisors and teamwork within crews.
- **Work Group Problem Solving (among Managers and Supervisors):** DPW, Administration, Operations. May reflect the “tensions” mentioned in the SWOT Assessment between Administration and Operations managers.
- **Working Conditions:** DPW, Administration. Surprising as the Administration group works in the newest building. Perhaps some broader meaning here that may be tied to tensions at the HQ building?

**Subscales having high Agree scores at the department-level** (at or over 60%) and low Disagree scores (below 30%) are:

- **Employee Involvement:** DPW, Administration, Operations, and Wastewater. This score often is high in smaller organizations.
- **Managerial Competence:** DPW, Operations, Wastewater. No clear explanation for a lower score in Administration, but it may be related to the manager “tension” issue from SWOT.
- **Understanding of Organizational & Department Goals:** DPW, Administration, Operations, Wastewater. A key indicator that employees are aligned with higher level goals and objectives.
- **Productivity and Customer Service:** DPW, Administration, Operations, Wastewater. This high score is a key indicator of commitment to performance.
- **Quality Emphasis:** DPW, Administration, Operations. Again, a key indicator of commitment to performance. Wastewater, however, is somewhat low, perhaps due to being between old and new plants.

## **Management Philosophy Profile**

Mercer asked the Director, Assistant Director, General Foreman, Chief Plant Operator, and Fleet Foreman to complete the **Management Philosophy Profile (MPP)**. A copy of the MPP is provided as **Exhibit E in Attachment A, Mercer Employee Survey**.

The **results of the profile** are compiled on **Table 3a** below, with the various Categories and scoring options explained on Page E-1 in Attachment A. Basically, the lower the score the closer one is to the first of two indicators and the higher the score the closer one is to the second indicator. So, someone scoring 1 or 2 on Personality Type would be introverted and someone scoring 4 or 5 would be extroverted. DPW is the Current and Target score for DPW managers; Mercer is the recommended or standard score by the Mercer Group. Scores are **bolded** if they vary significantly from Mercer's recommendation.

**Table 3a**

### ***Results of the Management Philosophy Profile***

<b>Category and Indicator</b>	<b>Scoring System</b>	<b>DPW Current Score</b>	<b>DPW Target Score</b>	<b>Mercer Standard</b>
<b><u>Personality</u></b>				
Type	1=introverted to 5=extroverted	<b>3.4</b>	3.8	4.0
Risk-taking	1=low to 5=high	3.6	3.8	3.5
Initiative	1=reactive to 5=proactive	4.0	4.0	4.0
Solutions	1=feelings to 5=analysis	4.0	4.0	4.0
<b><u>Work Focus</u></b>				
People	1=internal to 5=external	<b>3.2</b>	4.0	4.0
Work	1=details to 5=macro	<b>3.4</b>	4.0	4.0
Resources	1=things to 5=people	3.6	4.0	4.0
Time	1=past to 5=future	<b>3.2</b>	4.0	4.0
<b><u>Relationships</u></b>				
Status	1=boss to 5=empowering	<b>3.2</b>	4.0	4.0
Delegation	1=centralized to 5=decentralized	3.6	4.2	4.0
Decisions	1=closed to 5=open process	3.6	4.0	4.0
Communications	1= informal to 5=formal	3.6	4.0	4.0
<b>Average Score:</b>		<b>3.53</b>	<b>3.98</b>	<b>3.96</b>

**Note: Current and Target Scores bolded if >.5 from Mercer Standard**

**Table 3b** below analyzes the results of the MPP for **three Mercer Indexes**: Standard Compliance, Group Transition, and Group Cohesiveness, each of which is explained in the center column of the table. Indexes are rated as low, low-moderate, moderate, high-moderate, and high.

**Table 3b**

***Analysis of the Results of the Management Philosophy Profile***

<b>INDEX</b>	<b>EXPLANATION OF THE INDEX</b>	<b>ANALYSIS</b>
<b>MERCER STANDARD COMPLIANCE INDEX</b>	Measures the number of factors on which the group's average Target score is within .5-points of the Mercer Standard	<b><u>Moderate to High Compliance</u></b> 7 of 12 Today scores vary less than .5 from the Mercer Standard, but 12 of 12 Target scores are very close to the Mercer Standard
<b>GROUP TRANSITION INDEX</b>	Measures the amount of change needed to move from Today to Target philosophies by the number of managers with changes, average change (+/-), and the range of changes (+/-) from Today to Target	<b><u>High-Moderate Transition</u></b> 5 of 5 managers 5.6 of 12 factors +5 to +7
<b>GROUP COHESIVENESS INDEX</b>	Measures the cohesiveness of the group's Management Philosophy by the number of Today and Target scores having more than a 1-point difference among the scores of the group of managers	<b><u>High Cohesiveness</u></b> 0 of 12 factors vary by >1-point



## **Issues and Opportunities**

The results of the surveys and interviews indicate the following organizational issues, some controlled by the Public Works Department and some by the Town.

### **Resources (Resources, Interviews)**

- **Administration:** Computers and Other Resources.
- **Operations:** Staffing and Facility.

### **Human Resource Management (Personnel Administration, GRIPES, Interviews)**

- **Across DPW:** Non-monetary Rewards and Compensation.
- **Operations:** Hiring Process; Career Ladders; Grievances, Discipline, and Labor-Relations (these three are related); and Performance Evaluations.
- **Wastewater:** Discipline and Performance Evaluations.

### **Organizational Culture (GRIPES, OCS, Interviews)**

- **Respect and Support by Town Officials and Managers:** A disconnect from “people downtown” is a common issue in Public Works Departments and Utilities operating out of satellite facilities, and signals the need for expanded communication to/from DPW managers and employees.
- **Work Group Problem Solving (by managers across divisions) and Work Group Coordination (within work groups):** Together these factors indicate a need for greater communication and cohesiveness vertically and horizontally within DPW.

### **Management Philosophy (MPP, OCS, Interviews)**

- **Management Cohesiveness:** A key issue from Town and DPW interviews, primarily among the Director, Assistant Director, and General Foreman. This issue is not intended as a criticism of the Director. Although, the MPP scores are highly cohesive and transitioning closer to Mercer’s standard, cohesiveness issues arise from:
  - Need to clarify current definition of roles and responsibilities
  - Organizational hierarchy (Director over Assistant over General Foreman)
  - Multiple managers involved in planning and scheduling of crews
  - Differences in strategies and how day-to-day operations are aligned to the strategies

## **Recommendations**

- 1. Strengthen the Organizational Culture:** The DPW Director should work with the Town Manager and Human Resources Director to improve DPW employee perception of support and respect from “people downtown.” This could be accomplished through a variety of means:

- More interaction between the Town Manager and DPW managers and staff, including visits to the DPW Yard
- Greater levels of communication of and publicity for DPW actions
- Employee recognition programs

The DPW Director also should work with his management team and the Human Resources Director to review low scores on the Mercer surveys that impact the health of DPW’s culture. Then, the DPW management team should develop an Action Plan for resolving these issues. Key issues include:

- Staffing (number of people, organization, and need for Lead Workers)
- Work Group (among Managers) Problem-Solving
- Work Group (within Units) Coordination and Cooperation

The Action Plan would resemble the Implementation Plan in Exhibit 5, with a step-by-step plan to resolve each issue, persons responsible for each step, progress measures and milestones, deliverables, and the like.

- 2. Enhance Management Cohesiveness:** The Town Manager and Human Resources Director should work with DPW’s senior management team to improve the level of cohesiveness. There are at least two steps to this assistance:

- First, adjust roles and reporting relationships as recommended under the Organization and Staffing section of the report that follows.
- Second, review management philosophies and reach agreement on a DPW-wide philosophy and strategic direction that all managers will embrace.

At least in the short term, it might help if the HR Director attended DPW management team meetings to reach a deeper understanding of the inner workings of the department and the personalities of key players.

## **C. STRATEGIC PLANNING**

### **Background**

The Mercer Group's strategic planning model is described in Jim Mercer's book, Strategic Planning for Public Managers (Quorum Books, 1991). **Exhibit 2** provides a diagram of his Local Government Strategic Planning Model. Note that the model lays out a multi-staged planning process:

- **Environmental Scanning:**
  - Community expectations (see the last Comprehensive Community Plan)
  - Council expectations (documented in annual goals)
  - Interest group expectations (seemingly not documented)
  - SWOT Analysis (included in this study)
  - Values (included in the Mercer employee surveys)
  - Environment (considered to some degree, but not in depth, in this study)
- **Missions, Critical Success Factors, Strategies** (considered in this study)
- **Internal and Gap Assessments** (considered to some degree in this study)
- **Contingency, Functional, and Tactical Planning** (considered in this study)
- **Evaluation** (an ongoing process typically implemented through regular management reports, the annual Council retreat, the annual budget process, and other recurring mechanisms)

A **key area of assessment for our consulting team** is the extent to which several key planning initiatives are in place and the degree to which they are aligned:

- Town wide strategies based on Environmental Scanning
- Financial plans (including annual budgets, long-term capital improvement plans, and enterprise plans)
- Functional, program, and process plans (often cross-departmental)
- Mission statements and tactical plans (for departments, divisions/sections, units/crews, and employees), which usually includes Contingency planning

**Two significant problems in strategically managing public sector organizations are:**

- 1. Missing stages and steps in the strategic planning process.**
- 2. Misalignment of departmental goals and activities with the town-wide Vision.**

## **Findings**

**The Town has implemented some steps in the Mercer Group's strategic planning model. Accomplishments include:**

- **Vision Statement:** The Town's **1990 Comprehensive Plan** (*Goals and Objectives for Balanced Growth: A Broad Policy for the Island's Future*) represents the Town's "collective vision." The plan was prepared by the Nantucket Planning and Economic Development Commission with extensive citizen participation, and focuses on **eight goals** areas:

- Open Space Acquisition
- Protection of Water Resources
- Growth Management
- Transportation
- Affordable Housing
- The Economy
- Energy and Utilities
- Human Services

**Additional areas of concern affecting DPW** are the issues of "sustainability, paying for infrastructures and services, and paying for infrastructure repairs."

**In 2000, the Town updated the Comprehensive Community Plan.** This edition of the plan focused on seven issues:

- Guiding Growth
- Housing Needs
- Making a Living
- Protecting the Environment
- Managing Transportation
- Island Infrastructure
- A Healthy Community

**The overriding goal of the plan is to manage growth** to be able to:

- Protect the working community and provide for the housing needs,
- Protect open spaces and natural resources,
- Enhance the ability of Nantucketers to live and work on the island,
- Protect the historical integrity of our land and buildings,
- Maintain a strong tourism-based economy,
- Maintain access to our beaches, and
- Provide a healthy environment for all our residents.

- **Strategic Plan:** The Town of Nantucket does not have in place a Strategic Plan similar to the Mercer Model.

It does, however, have **annual goals and objectives** developed by the Board of Selectmen, some of which directly affect DPW:

- 1d - Develop department goals and objectives and explore performance-based budgeting and measurement
- 3a - Improve parking and traffic flow
- 3b – Develop road surfacing policy
- 3c – Restructure DPW
- 3d – Investigate central fleet maintenance
- 3e – Provide most cost-effective and environmentally sensitive method of disposing of the waste stream
- 3f – Upgrade municipal facilities
- 3g – Investigate development of Gasification at the solid waste facility
- 4b – Develop a Sewer Act Implementation Plan
- 7a – Create a Strategic Growth Management Plan

- **Mission Statement:** DPW does not have a formal Mission Statement. The mission statement section on the Town's web site merely lists major DPW programs:

- Administration & Engineering
- Wastewater Treatment
- Sewer Maintenance
- Recycling – Materials Recycling Facility
- Solid Waste Disposal
- Road Maintenance

The DPW Director and Assistant Director, however, are working on a new mission statement for the department.

➤ **Financial, Functional, and Tactical/Operational Plans:**

- **Financial Plans:** The Town prepares a five+ year capital improvements plan and updates the plan annually.

The annual financial plan (the annual budget), as will be discussed in the next section, is primarily financial and provides little information on return on investment.

- **Functional Plans:** DPW has developed several function plans for the utilities, including the *Comprehensive Wastewater Management Plan and CIP Plan*, and is in the process of conducting a *Sewer Rate Study*.

In addition, DPW recently contracted with MacTec to develop a *Comprehensive Pavement Management Program*.

- **Tactical/Operational Plans:** With a few exceptions (like road construction and maintenance activities), these highly focused plans do not appear to exist for Town and DPW programs and services.

➤ **Evaluation and Feedback:** The Town does not have a formal, recurring process for evaluating progress toward plans, strategies, and goals, or for fine-tuning these initiatives. We understand from the Town Manager that these types of systems and processes will be evolving over the next three to four years.

The Town Manager reports to the Board of Selectman at their meetings and departments prepare periodic reports on major projects and programs. Department reports are included in the Town's Annual Report.

## **Issues and Opportunities**

- **Strategic Planning Process:** The process recommended in Jim Mercer's book is only partially implemented in Nantucket, creating gaps in the planning process and deliverables, as well as the potential for misalignment of departmental activities with Town-wide visions, plans, and strategies.

The Board of Selectmen's goals and objectives somewhat help to fill this gap, but may not provide a long enough timeline to connect annual activities to the long-term vision developed in the Comprehensive Plan.

- **Mission Statement:** Lacking a clear Mission Statement, DPW does not possess a viable road map to the future and a benchmark against which to compare programs, activities, and work tasks.

- **Tactical/Operational Plans:** Few formal plans are in place, although many maintenance activities are scheduled on a recurring basis. Many public works agencies would have tactical/operational plans for:

- Mowing cycle
- Natural area planting and maintenance
- Road maintenance (resurfacing, crack filling, pot holes)
- Roadway markings and striping
- Sewer, manhole, and catch basin cleaning
- Snow and ice removal
- Sign maintenance and replacement
- Street and path sweeping
- Tree pruning
- Vehicle maintenance

- **Management and Operational Reporting:** Information on activities, accomplishments, problems, and opportunities are communicated to the Chairman and Board of Selectmen informally. Lacking department-level goals, objectives, and performance measures, these reports tend to focus on activities and projects rather than progress toward a long-term roadmap set down by the governing body. Again, the Town Manager is working to develop and implement these management and operational reports.

## **Recommendations**

**3. Enhance the Strategic Planning Process:** Implement a full-scope strategic planning process based on Jim Mercer’s model. Critical elements to add to current activities are:

- Revised and updated Mission Statements
- Connecting Goals and Objectives to the Town’s Vision
- Performance measures and reports

**4. Develop a DPW Mission Statement:** Develop a **DPW-specific mission statement**. Examples from recent Mercer DPW clients are:

*“DPW plans, designs, constructs, operates, maintains, and manages all physical facilities necessary or desirable to community life. The Department promotes programs necessary for asset management and the preservation of infrastructure in order to provide for the health, safety, welfare, and convenience expected in a raised standard of living/quality of life.”*

*“The Public Works Department is highly motivated and knowledgeable in providing high-quality, cost-effective services by developing and maintaining reliable infrastructure that enhances safety, public health, and environmental quality of life for the benefit of the community’s future.”*

Also **develop long-term goals and annual objectives, as well as performance measures** for each program and major activities (see below).

**5. Improve Management and Operational Reporting:** The Town Manager and the DPW Director should prepare monthly Management Reports to the Board of Selectmen based on expectations from the Strategic Planning process, stated performance goals and objectives, annual work programs, and data derived from “Managing the Numbers.”

DPW is a good “pilot agency” for a Town-wide performance reporting initiative as the nature of most DPW services is easily defined and measured. For example:

- Right-of-way areas to be cut, frequency of mowing, and physical appearance;
- Number of vehicles needing preventative maintenance services and the frequency of these services;
- Cleanup schedule, condition, and appearance of the Take It or Leave It area;
- Clean out schedule for sanitary sewers and manholes; and the
- Appearance and condition of the downtown area.



## **D. SERVICE DELIVERY STRUCTURE**

This section of the report looks at what services are provided and who, internally and externally, provides them in order to assess whether the structure facilitates effective and efficient delivery of services. External providers can be other Town departments, regional agencies, state and federal agencies, and the private sector.

### **Findings**

The **Department of Public Works is a consolidated agency** that includes services in the areas of:

- Administration
- Engineering
- Facility Maintenance
- Road, Right-of-Way, and Infrastructure Maintenance
- Sanitary Sewers and Waste Water Treatment
- Solid Waste Disposal and Recycling Processing
- Urban Forestry
- Vehicle Maintenance

**Some DPW services, however, are provided on a limited basis:**

- **Engineering:** Limited in-house resources for minor designs and engineering consultant oversight.
- **Facilities Maintenance:** DPW performs minor repairs, but there is no property manager, town-employed trades workers, or maintenance plan in place for Town buildings.
- **Vehicle Maintenance:** DPW supports its fleet and those of a few Town departments.

**DPW supports a number of Town Departments and agencies:**

- Town Hall departments
- Parks and Recreation
- Any other department needing help with maintenance or cleanup

DPW provides a wide range of services in-house as well as through contractual relationships. **Major contracts** are:

- **Facility Design and Construction:** Contracts with engineering firms and construction companies.
- **Road Construction and Major Maintenance:** Contracts with road builders.
- **Solid Waste Disposal:** Contract with Waste Options for processing of solid waste and recyclables. Does not include the *Take It or Leave It* facility.

In addition, **other local agencies provide or support services** that may be a part of a consolidated Public Works Department in some communities:

- **Cemetery Commission:** DPW supports the Commission with minor repairs. Mowing and trimming services are contracted out.
- **Planning and Economic Development Commission:** A Transportation Planner supports traffic planning and some traffic engineering services. Planning develops the Transportation Improvement Plan. DPW involvement in traffic planning and engineering has been low historically, with its major activity subdivision plan review and inspections in the past. DPW support for these services, however, has increased in recent years. There may be a lack of a single authority in managing contracts.

In many communities, Planning and DPW form a partnership in traffic planning and engineering, with Planning focused more on the conceptual planning segments and DPW more on the traffic engineering, implementation, and contract management segments. This model may be of use in Nantucket.

- **Sewer Advisory Committee:** In place until December 2006. The DPW Director was a member.
- **Town and County Roads and Rights-of-Way Commission:** Makes recommendations to the Board of Selectmen concerning public and private roads, rights-of-way, abutter's ways, and public ways. The Public Works Director is an *ex officio* member.
- **Tree Warden and Tree Advisory Committee:** DPW's Tree Crew, however, supports the Warden with tree pruning, removal, and planting.
- **Water:** Provided by the Siasconset Water Company and the Wannacomet Water Company in selected areas; otherwise, well water.

## **Issues and Analysis**

- **DPW Functional Organization:** The RFP raised the question of whether Sewer and Wastewater Treatment services should be in Public Works or in a separate agency. The SWOT Assessment raised the question of the need for a consolidated utilities commission that would include water, wastewater, and solid waste. In reviewing the current DPW organizational plan, we considered several options and issues in presenting an opinion on the functional organization plan:

- Governance Needs: Unlike Water agencies, most other utilities are not regulated by Public Service Commissions and therefore may not need a separate governing board. A general governing board, like the Board of Selectmen, typically can handle all governance matters for wastewater and stormwater.

In the annual report, we counted over 40 boards, committees, and commissions. Adding another commission for wastewater services may not add much to the quality of oversight provided to an agency that already must meet a wide range of state environmental quality regulations.

- Management capabilities: At present the Wastewater utility does not have adequate senior management capabilities and resources to operate outside of Public Works. The most senior person in Wastewater is the Chief Operator, whose focus primarily is technical and operational. The DPW Director has extensive experience in Wastewater and presently serves as the senior manager for that function.
- Administrative capabilities: Wastewater at present has no administrative support staff at present to manage budgets, billings, procurement, and the like. This support comes from DPW Administration or the Town.
- Productivity/Efficiency Benefits: We see no gain in productivity or efficiency if Wastewater was a separate department.
- Financial Benefits: We see no financial gains to Wastewater being a separate department. In fact, creation of a Sewers/Wastewater Treatment Department would require addition of a department head position at an estimate cost (with benefits) exceeding \$100,000 per year.

- **Engineering and Traffic Engineering Services:** We noted some need for clarification in two areas of engineering services:
- The role of Planning Commission and DPW staffs in traffic engineering studies, plans, and contracts.
  - What seems like a lack of resources, expertise, and time within DPW in managing permit applications, engineering design, and construction contracts.
- **Waste Options Contract:** The relationship between the Town and Waste Options has been rocky to say the least. It does not appear that the Town or DPW have developed effective protocols or allocated adequate resources to manage this contract relationship. In addition, the terms of the contract appear in need of review to ensure that the obligations of and benefits to Waste Options and the Town are better balanced.

## **Recommendations**

- 6. DPW Functional Organization:** We recommend keeping DPW basically intact with Administration, Operations, and Wastewater functions. At the same time, we recommend (and detail in the Organization and Staffing Section that follows and in Chapter III) a restructuring and enhancement of management, engineering, facilities management, and fleet management services.
- 7. Traffic Engineering Services:** The Town Manager should work with the Planning Commission and DPW to redefine the roles of staff in each department in relation to traffic engineering services.

We encourage our clients to include planners, traffic design experts, AND operational/maintenance staff in the design of traffic management systems and the road system.

- 8. Waste Options Contract:** The Town Manager should initiate an internal review of the Waste Options contract to identify terms and conditions that may need to be changed. The Town Manager should manage renegotiation of the contract.

Assign operational management of the Waste Options contract to the recommended DPW Engineering Services Division (see the Organization and Staffing Section that follows). Develop performance expectations in association with the Town Manager, if not already in place, and conduct regular (monthly at first) oversight meetings with the contractor. If DPW does not feel fully capable of managing the operations of the contract, hire a consultant on a limited scope contract to provide support.

## **E. DEPARTMENT ORGANIZATION & STAFFING**

### **Findings**

#### **Organization**

**The Director of Public Works, who reports to the Town Manager, oversees the entire Public Works Department.** He is assisted by three key managers:

- **Assistant Director:** Supervises staff in Administration (in association with the Director), Solid Waste, and the General Foreman-Operations.
- **General Foreman:** Supervises two Working Foremen, as well as several small crews or specialists.
- **Chief Plant Operator:** Supervises the Lead Plant Operator and five Operators.

**Exhibit 3a** presents the current **departmental organization plan**, which creates **two major organizational divisions**:

- Administration, Engineering, Operations, and Solid Waste
- Wastewater Treatment

**Exhibit 3b** presents the **organization plan in 1989** when the DPW Director took office. Staff totaled nine people.

#### **Staffing**

Currently, **DPW has a total position count of 35 full-time positions**, as follows:

- **Administration (4):** Director, Assistant Director, Administrator, Office Administrator.
- **Solid Waste-Take It or Leave It:** Two part-time Attendants are supplemented by Operations crews for clean-ups.
- **Operations (23):** General Foreman (2), Working Foreman (4), Special Projects Coordinator (1), Maintenance Technician (4), Senior Equipment Operator (3), Junior Equipment Operator (5), Laborer (4).
- **Wastewater (9):** Plant Manager (1), Maintenance Tech (3), Sewer Collections (1), Sewer Equipment Operator (1), Plant Operator (1), Electrician/Maintenance Worker (1), Lab Analyst (1).

## **Issues and Analysis**

### **Organizational Structure**

- **Role of the Director:** In addition to overall responsibility for the department, the Director:

- Provides liaison to Boards, committees, and commissions
- Manages budget and financial management, including the capital program
- Oversees the Wastewater operation, including capital projects and regulatory compliance

Town officials and managers acknowledge that he is pulled in too many directions.

- **Role of the Assistant Director:** The Assistant Director (#2 in authority) has several divergent roles including:

- Supervision of Administrative staff (with the Director),
- Oversight of the TI/LI facility,
- Oversight of the General Foreman and Operations crews and specialists,
- Responding to complaint calls and service requests,
- Paving projects,
- Field engineering (including some design work), and
- Sewer testing.

He is a degreed, but not licensed, civil engineer; licensed soil inspector; registered sanitarian (for septic tanks and landfills); and a licensed construction inspector. He is a former Director of Public Works in a small Massachusetts community.

- **Supervision of Wastewater Services:** With the Chief Operator playing more of a technical and operational oversight role, Wastewater needs a higher level manager to deal with management and regulatory functions. The Director is filling that role at present.

- **Supervision of Operations Crews:** Several DPW crews and specialists work under the direction of the General Foreman. These crews and specialists seem to have a very independent mode of operation, with limited supervision during the work day. These crews and specialists include:

- Mosquito Control Specialist
- Sewer, Sign, and Tree Crews
- Trash Crew (operates 7 days a week in season)

The two Working Foremen tend to focus on their main crew assignments – Road and Construction.

## **Staffing**

- **DPW Generally:** Many interviews indicate that DPW is close to an optimal staffing level, with just a few exceptions (which may be a staffing issue or alternatively issues of management, organization, interdepartmental cooperation, or contracting):

- Analytical, research, management systems, and reporting support for the Director
- Operation of the TI/LI facility
- Management of the Waste Options contract
- Maintaining more Town department vehicles
- Oversight of engineering contracts
- Traffic engineering

Lacking an Operations Management Information System (a/k/a Maintenance Management or Work Order), DPW lacks workload and activity data to document staffing shortfalls or overages by project and activity.

- **Trash and Downtown Cleanliness:** Downtown is seen as the “jewel” or Nantucket. Selectmen and Town managers indicate how important it is that the Downtown area be clean, neat, and safe. They also indicated a general dissatisfaction with the current clean-up service.
- **Take It or Leave It:** DPW invests significant resources in the operation and maintenance of the TI/LI facility. Again, Selectmen and Town managers complained about its appearance.
- **Wastewater:** The plants currently rely on general purpose Operators to run and maintain them. The plant lack specialists commonly seen in larger plants, such as lab technicians, electricians, and mechanics, but these positions are planned as the main plant is expanded.

## **Recommendations**

**9. Recommended Department Organization Plan: Exhibit 3c,** the Recommended Organizational Plan for Public Works, is presented in **two versions (Mercer and the DPW Director)**. The exhibits recommend a similar organizational structure with one difference – the DPW Director would continue placement of the Assistant Director as the #2 position in the management hierarchy, while Mercer would eliminate a #2 position and place the Assistant Director in charge of the Engineering Division.

- **Management Structure:** Create a five-division organizational structure:
  - Administration
  - Engineering Services
  - Facilities and Fleet Management (future)
  - Operations
  - Wastewater
- **Role of the Director:** In addition to general direction of the department and its division managers, he would continue in these special roles:
  - Liaison to Boards, Committees, and Commissions
  - Direct supervision of DPW Administrative support staff
  - Development of the budget and CIP
  - Management of the Wastewater program
- **Role of the Assistant Director:** Mercer recommends changing the role of the Assistant Director to oversight of the Engineering Services Division, which in effect moves this position down to the division manager level in the organizational plan. In this role, he would oversee:
  - Engineering services (minor design and contract management)
  - Oversight of major construction projects
  - Pavement Management program
  - DPW permits
  - Waste Options contract
- **Role of the General Foreman:** Spin out Operations from under the Assistant Director and transition the General Foreman to a Superintendent, or equivalent position title and classification, overseeing the Operations Division. This division would be responsible for management of the TI/LI facility.

Depending on Town decision on a Fleet Management program, the DPW Garage and Mechanics could be in Operations or in a new Facilities and Fleet Management Division.



- **Crew Supervision:** Create a **third Working Foreman** or a series of **Lead Workers within the two major crews** to oversee miscellaneous crews and specialists lacking effective operational oversight (Mosquito Control, Sewer, Tree, and Trash).

Assign the Signs Crew to the Roads Working Foreman and the Carpenters to the Construction Working Foreman to balance supervisory responsibilities.

- **Role of the Chief Plant Operator:** Expecting additional staff at the Surfside plant once it is fully operation, this position should be transitioned to a Superintendent or equivalent position title and classification.

**10. Recommended Staffing Plan:** In addition to management changes in the prior recommendation, the Town should consider adjusting the DPW workforce as follows:

- **Engineering Technician:** Creation of a support position for the Engineering Services Division may be required to leverage the Assistant Director. This position would be responsible for:
  - Plan reviews
  - Design support for minor projects
  - Field assessments and inspections
  - Landfill/cycling center inspections and operational assessments
  - GIS data layer development and management
- **Facilities/Fleet Manager:** With a need for enhanced facilities AND fleet management services, create a dual purpose position even if a full-scope Town-wide fleet management program is not implemented. In the interim, the Town will benefit from a more professional approach to facilities and fleet management. When this position is created and someone hired, shift the DPW Garage and Mechanics. Benefits of this position include:
  - Professionalize management of the Town's fleet (only maintenance is professionalized now and not totally)
  - Objective, skilled review of the number, type, and specifications of vehicles needed by Town agencies to limit fleet size and costs
  - Central, skilled focus (with support from Purchasing) on all fleet-related purchases and contracts to save money through economies of scale
  - Professional oversight of the quantity and quality of services provided by external contractors and vendors to limit costs
  - Expanded focus on managing Town facilities (planning, design, construction, and maintenance)

- **Management Analyst:** Create a Management Analyst position to support the Director and perhaps the Town Manager. This position could be organizationally located in the Town Manager's Office if that is of greatest value to the Town. Initially, we suggest the position focus on DPW as a "pilot" agency in upgrading management systems and controls. Duties would include:
  - Research and analysis of public works trends and initiatives.
  - Development of codes, standards, policies, and procedures.
  - Implementation of an Operations Management Information System (OMIS a/k/a Maintenance Management or Work Order System)
  - Analysis of work flow and operational methods within DPW in order to improve policies, procedures, and practices.
  - Assessment of information technology and systems needs (with IT), as well as implementation assistance for major management systems (e.g., training plan, safety program, process documentation).
  - Measurement of the full cost of DPW services and activities and the review and updating of user fees and charges (with Finance).
  - Assist in researching grant opportunities.
  - Assistance in developing of goals and objectives, activity statistics, and performance measures.
  - Preparation of monthly management and operations reports.
- **Trash and Downtown Cleanliness:** Monitor performance improvements over time with a Working Foreman or Lead Worker giving more direction and oversight to this crew. If performance does not improve, considering contracting this service during the tourist season.
- **Take It or Leave It:** Continue to staff the facility with part-time staff, but make one a Lead Worker position for accountability purposes. Continue clean-up operations with DPW crews. Visit Needham, Massachusetts, to see how a terrific TI/LI operation is run.

## **F. OPERATIONS MANAGEMENT**

### **Background**

Mercer strongly believes in the value of “**Managing the Numbers**” in public works, facilities management, fleet management, utilities, and other maintenance operations. **Elements of an effective Operations Management program include the following tasks that as a whole facilitate “Managing the Numbers:”**

- **Operational Plans:** In conjunction with the priorities of Town elected officials and managers as expressed in government-wide Strategic Plans and other documents, Operations and Maintenance organizations, like Nantucket Public Works, should develop Operations Plans that define:
  - Strategies, detailed goals and objectives, and a list of work activities.
  - General schedules for projects, preventative programs, recurring work, and (from prior experience) anticipated emergencies like snow events.
  - Resource requirements (people, equipment, facilities, materials) and planned utilization of these resources.
  - Funding needs in operating and capital budgets to carry out the plan.
  - Management organizational plan to foster accountability.
- **Standards and Guidelines:** Based on these Operational Plans, the agency should define technical, efficiency, cost, productivity, and performance standards, both internally and for contractors and developers. These standards should include responsiveness and performance objectives for service requests, complaints and emergencies, and routine work activities.
- **Policies and Procedures:** At an operational level, resource needs and production standards should be defined for various service responsibilities and work methods should be developed to meet these standards. Typically, these are compiled in an written Operations Manual that serves as the foundation for training, performance assessment, and quality control.

- **Work Scheduling:** Ongoing and emergency work (based on prior experience) should be programmed into yearly, monthly, weekly, and daily schedules, and crews coordinated across units to accomplish all daily work assignments. A key goal is to ensure that preventative and schedule work is NOT crowded out by emergencies, real or created.
- **Time, Workload, and Cost Data (the “numbers”):** Agencies should collect and compile time use information for people and equipment by pre-defined activities/tasks and projects, as well as data on work performed and upcoming. They should develop fully-loaded (including supervision, non-productive time, benefits, and central support services) project, program, and activity costs to allow comparisons to cost standards and alternative service providers.
- **Management, Activity, and Cost Reporting:** Compile and compare work performed to work standards, goals, and objectives, and plans in order to report monthly to DPW management and elected officials on the status of the Operations Plan and work accomplishments. A key goal is to explain to elected officials what they are getting for their investment in public works.

## **Findings**

### **Operational Planning**

Plans range from very specific (wastewater, stormwater) to informal (maintenance activities). Most informally planned activities are recurring (e.g., mowing, trash removal), with relatively predictable resource needs and work efforts.

### **Work Standards and Guidelines**

Like plans, work standards and guidelines range from very specific (wastewater, stormwater) to informal (maintenance activities).

### **Policies and Procedures**

Except in the wastewater utility, policies and procedures are informally defined and documented. DPW does not have in place a comprehensive Operations Manual for its general maintenance responsibilities.

### **Work Scheduling**

Scheduling is driven by seasonal activities in much of Public Works, with the Wastewater plants rigorously scheduled. Major activities, like mowing, have a formal schedule; minor activities are less formally scheduled. The DPW management team meets each morning to review scheduled and called-in service requests to program the DPW crews for the day.

### **Work Supervision**

Field supervision is the responsibility of the Working Foremen of the Road and Construction crews. As noted under Organization and Staffing, many small crews and specialists tend to work relatively independently.

### **Activity Data**

Work reporting is relatively informal and face-to-face due to the small number of employees and supervisors in DPW. Crews and Specialists document work in diaries, crew reports, and logs. Most of this information is not compiled into formal activity reports.

### **Management Reporting**

Most management reports are provided by the DPW Director to the Town Manager or Board of Selectmen in meetings and presentations. DPW provides an annual report for the Town's Annual Report document.

## **Issues and Analyses**

Nantucket DPW, like many small public works agencies, relies on past practice, the knowledge and skills of staff and face-to-face communications to manage its day-to-day operations. The wastewater plants, due to regulatory requirements, operate more formally.

- **Planning:** DPW does not have a formal Annual Work Plan, but because many activities are recurring, the year has a rhythm of work based on past experience.
- **Standards and Guidelines:** Primarily in place for Wastewater, Engineering, and Construction activities.
- **Policies and Procedures:** DPW lacks a formal Operations Manual. Most policies are HR-related. DPW also lacks formal Training and Safety programs.
- **Scheduling:** Some crews and activities are on a weekly or longer schedule (e.g., sewer cleaning, mowing, TI/LI cleanup), but most crews are scheduled on a day-to-day basis using a manual, hand-written Crew Assignment form. These crews are undertaking work called in by citizens, identified by DPW or Town staff, or on a general To Do List.

The crews appear to wait each day for the Director, Assistant Director, and General Foreman to develop a schedule, then are dispatched. As with other clients, this AM planning can delay crews in getting to the field (i.e., after reporting at 7 AM, they leave closer to 8 AM than Mercer's goal of 7:30 AM). DPW tried a planning meeting at 3 PM, but there were too many things going on at that time. This late PM meeting, however, has worked in other Mercer clients. Perhaps, limit the meeting to the General Foreman and Working Foremen?

- **Supervision:** Main crews (Road and Construction) are well supervised through a Working Foreman, but smaller crews (Trees, Sewer, Trash) seem to operate VERY independently with little direct oversight during the workday.
- **Activity Data:** Little activity data is compiled on a recurring basis. Most data is compiled manually.
- **Management Reporting:** DPW, and we believe other departments, do not prepare monthly management reports to the Town Manager that can be used as reports to the Board of Selectmen. The Board appears to want more management and activity information. The Town's Annual Report includes a report on DPW activities and accomplishments.

## **Recommendations**

**11.Operations Management:** With the assistance of the recommended Management Analyst, DPW should develop a more formal Operations Management system. Key elements to be formalized and implemented for general DPW activities are:

- Operations Plan: Each crew and specialist should prepare an annual operations plan that details work to be performed, standards and guidelines, hours required to complete major activities, annual goals and special tasks (updated each year), and performance measures.
- Annual Work Schedule: Each crew and specialist in turn would lay out an annual work schedule incorporating each activity and task in the Operations Plan. The annual work schedule would define the adequacy of resources and the need for supplemental personnel resources in summer months.
- Daily Crew Reports: Each crew and specialist will prepare a daily report on work performed and resources used. In time, an Operations Management Information System (a/k/a Work Order System) will capture and compile this information.
- Management Reports: Using information in the Daily Reports and OMIS, the DPW Director should prepare monthly management reports to the Town Manager.

## **G. RESOURCE MANAGEMENT**

This section of the chapter reviews **Resource Management services and issues impacting the Department of Public Works**. Fleet Management is reviewed in Chapter III.

### **Budget and Finance**

#### **Findings**

##### **Budgeting**

The **budget for the Department of Public Works** is separated into three funds: General, Landfill, and Sewer. Within each fund are cost centers for major programs and activities.

- **General Fund:** Public Works (includes State Highway funds), Snow Removal, and Mosquito Control.
- **Landfill Fund:** Collection/Disposal and Recycling/MRF.
- **Sewer Fund:** Wastewater Collection, Sewer Collection, and Sconset WWTP.

The **Town's Annual Budget** is presented as a financial document, with few of the features recommended by the Governmental Finance Officers Associations (GFOA) for distinguished budget documents:

- Description of the budget development process.
- Mission statements, goals & objectives, activity statistics, performance measures.
- Impact of capital projects on operating budgets.

The **budget process** includes development of budget requests sent by Town departments to the Town Manager; presentation of a preliminary budget that is sent to the Board of Selectmen for review and comment: budget hearings; and approval of a final budget by the Board of Selectmen. The budget process appears to include all funds and programs.



## **Capital Projects Planning**

Capital projects planning is a part of the annual budget process for lower cost items purchased out of operating funds. A multi-year capital program is developed for big ticket items.

Equipment replacement is through the annual budget process. Few vehicles, except for Police cruisers, are on a formal replacement cycle.

## **Revenue Projections**

Revenues are estimated each year during the annual budget process. The need for some major sources of revenue and user fees is determined by special studies or analyses.

## **Financial Reporting**

Financial reports are prepared periodically and shared with the Board of Selectmen. The financial report in the Annual Town Report is primarily financial data and is presented with limited comment, analysis, and/or summary charts and figures.

The Town's finances are audited annually by an independent certified public accountant.

## **Issues and Analysis**

- **Budgeting:** If the Town agrees with Mercer's organizational recommendations to create Engineering Services and Operations Divisions, the Town and DPW may benefit from greater use of budgetary cost centers in the General Fund to track organizational divisions headed by senior managers.

Budget documents should be prepared to GFOA standards in order to provide adequate information to define service levels, measure resource requirements, and support budgetary decisions.

We understand the Town Manager is working on adding performance measures to the budget process.

- **Capital Improvements Planning:** Although the process is well established, the Town may benefit from a longer term (10-year) planning window.

Replacement of equipment and facilities can be slow without a comprehensive Town-wide replacement program. More discuss of this issue in the following section in this chapter and in Chapter III.

- **Financial Reporting:** Like the budget document, financial reports have limited value as management reports as they are exclusively financial (detailed spreadsheets and printouts) in nature.
- **Revenue Sources:** The Town conducted a Sewer Rate Study to determine resource requirements for an expanding sewer and wastewater treatment system. This kind of study is needed every three to five years for all DPW-related fees and charges, particularly development review and permit fees.

A key element in maintaining public infrastructure is an adequate flow of funds for road, right-of-way, sign, and other maintenance activities along the public way. Some Massachusetts communities are investigating permanent capital overrides (as permitted by State law) to fund these recurring programs. The level of funding for roads is based on engineering analyses of average annual requirements to maintain an average road condition score that meets the specific goals and needs of the Town. Vehicle replacement and facilities maintenance are other activities requiring regular funding.

- **Utility Billing:** Billing for the Scale House is a weakness acknowledged by many persons interviewed.

## **Recommendations**

**12.Budgeting for Operations and Capital Requirements:** DPW and the Town's Finance Department should work together to expand cost centers in the General Fund to account for major DPW divisions not already accounted for separately: Administration, Engineering Services, and Operations. Wastewater and the Landfill already have an adequate accounting structure.

Over time, the Town should move to an annual Financial Report more on the GFOA model. In addition, extend the capital improvement planning window to at least ten years and ensure the process includes ALL capital items (facilities, equipment/vehicles, and infrastructure).

**13.Financial and Performance Reporting:** As noted earlier, DPW should use the recommended Operations Management Information System (OMIS) to collect and compile data and reports on operational activities, cost of service, and performance. This recommendation links to the earlier recommendation on strategic and business planning as these activities set up the framework for performance reporting.

**14.Revenue Maximization:** DPW should work with the Town's Finance Department to conduct periodic cost of service and user fee studies for all DPW programs and activities, with a particular focus on development review and permitting activities within Engineering Services. The Town's goal should be recovery of 100% of the full cost of service for development-related services.

The Town should investigate the value of a permanent capital override for road maintenance, facility maintenance, and vehicle replacement to ensure the Town and Public Works has a steady stream of funds to maintain the Town's specifications for asset and infrastructure condition.

DPW should work with the Town's Finance Department and external auditor to improve Scale House procedures, including measurement of use and customer billing.

# **Facilities Management**

## **Findings**

**Facilities Management is a missing function** in DPW and the Town. DPW maintains facilities at its yard and provides limited scope facility maintenance services, as requested, for Town buildings. Custodial services for some buildings and major HVAC services and repairs are contracted. All other facility services are managed by Town departments.

In 2007, the Town contracted with Green & Robinson, Inc., Historical Preservation and Contracting Specialists, to develop a **Caretaking Database for Town buildings**. The database, in effect, is a punch list of about 50 smaller maintenance projects that need to be undertaken at nine Town facilities. The Caretaking Database, however, does not provide an ongoing preventative and routine maintenance program for Town buildings and facilities.

## **Issues and Analysis**

- **Facility Needs and Planning:** The Town has a strong process for defining the needs and planning for new facilities, like the Wastewater Plant and 2 Fairgrounds, but not as strong, as noted above, in defining and managing maintenance needs.
- **Facility Maintenance:** The Caretaking Database is a good start for smaller maintenance needs at Town buildings and facilities. The database, however, needs to be expanded to include recurring and preventative maintenance activities and tasks.
- **Facility Management:** Like Fleet Management, most Facility Management and Maintenance responsibilities, except major building projects, are left to Town departments and agencies, with some minor assistance from Public Works.

## **Recommendations**

**15.Facilities Management:** In conjunction with consideration of the value of a more formal and centrally managed Fleet Management program, consider the value of a similar Facilities Management program. As recommended under Organization and Staffing, both programs could be managed by a new DPW position that would be responsible for:

- Developing and implementing preventative maintenance programs,
- Coordinating work on ALL Town buildings and facilities,
- Encouraging energy efficiency and other “green” programs,
- Managing custodial and trades contract services, and
- Planning and managing contracts for new facilities and renovations.

# **Human Resource Management**

## **Findings**

We reviewed a number of Human Resource Management issues with the Town's HR Director, including:

- Compensation Plan,
- Union Agreements,
- Employee Development and Training,
- Personnel Policies, and
- Performance Evaluations.

## **Issues and Analysis**

- **Compensation Plan:** The current plan appears well structured. The compensation plan for seasonal and part-time employees, however, may not incent people to work for DPW.
- **Employee Development:** DPW lacks formal and well-defined Career Ladders, Training Plan, and Safety Program.
- **Performance Evaluations:** Although DPW performed performance evaluations on its employees, these evaluations are not turned over the HR for review and filing in each employee's permanent record.
- **Personnel Policies:** The policies appear complete. The Town, however, may want to define a policy relating to the management of relatives (the Assistant Director's wife works at the Take It or Leave It facility).
- **Union Membership:** We noted several union membership issues that the Town may want to resolve.
  - The Assistant Director is in a clerical union that limits work hours to 37.5 hours without Comp Time. A senior management position typically works the hours required to meet the requirements of the job.
  - The General Foreman and the Chief Water Plant Operator are in the same union as staff they supervise. This may cause conflicts of interest between management rights and responsibilities and union perspectives.

## **Recommendations**

**16. Human Resource Management:** We recommend the following changes in HR practices:

- Review and adjust, as needed, compensation for seasonal and part-time employees to ensure the Town can fill all budgeted positions.
- Develop career ladders for DPW and other maintenance type positions in the Town.
- Develop DPW Training and Safety Plans with the assistance of the HR Director.
- Ensure all performance evaluations are turned over the HR for review and filing in employee files.
- Develop a Town-wide policy for managing relatives.
- Review and reconsider the current union membership of the Assistant Director, Chief Water Plant Operator, and General Foreman in order to separate them from persons they supervise.

# **Information Technology**

## **Findings**

We reviewed information technology services provided to DPW. For the most part, services and technology meet the operational needs of the department with three exceptions noted below.

## **Issues and Analysis**

- **Operations Management:** DPW needs an Operations Management Information System (OMIS), a/k/a Maintenance Management or Work Order system, to effectively “Manage the Numbers.” This system will allow DPW to:
  - Plan and schedule work,
  - Record and report hours worked by staff and equipment by project and activity,
  - Measure the productivity (daily hours on task) for crews and specialists,
  - Identify low-use equipment that might be surplus, and
  - Determine the full cost of projects and activities.
- **Fleet and Fuel Management:** DPW and the Town need an automated Fleet and Fuel Management System to manage vehicles, control fuel use, and track usage of Town vehicles. This system will:
  - Plan and schedule preventative maintenance services.
  - Record and report services on Town vehicles and equipment,
  - Provide reminders for preventative maintenance services, and
  - Track fuel and operational usage of Town vehicles.

## **Recommendations**

- 17.Information Technology:** DPW should acquire an Operations Management Information System in the near future to improve planning, scheduling, and management of its workforce and equipment.

When the Town determines the future of Fleet Management and (hopefully) implements a more centralized fleet management model, it should acquire an automated fleet management and fueling system.

### ***III. CENTRAL TOWN GARAGE***

This chapter of the report provides an Overview of Current Practices, reviews the difference between Equipment Maintenance and Fleet Management, provides a preliminary Inventory of the Town Vehicles, documents Current Fleet Management Practices, and assesses the Feasibility of a Central Town Garage.

#### **A. OVERVIEW OF CURRENT PRACTICES**

##### **Current Inventory and Assets**

As shown on **Table 4** that follows in the next section of Chapter III and on **Exhibit 4c**, as of August 2008 the **Town of Nantucket owned 252 vehicles** across all Town departments and affiliated agencies, like the Airport and NRTA:

- **Sedans and Light Trucks:** 127 (50.4% of the fleet)
- **Heavy Trucks & Fire Apparatus:** 46 (18.3%)
- **Construction Equipment & Other Rolling Stock:** 79 (31.3%)

The August 2008 inventory of 252 vehicles and pieces of equipment is up almost 18% from the June 2006 count of 214.

As shown on **Table 5** that follows in the next section of Chapter III, the **net value (after depreciation) of these assets exceeds \$2,160,000** as of the end of FY 2006, excluding the value of Airport, Water, Land Bank, Sheriff, and NRTA vehicles.

**Our review of the fleet inventory produced these insights:**

- The Town has a relatively light fleet, mostly sedans, pickups, and small vans.
- Construction equipment (dozers, backhoes), excluding trailers, appear relatively limited in number. The inventory includes some items that are aged and may be candidates for surplus.
- The Fire Department has a well-established relationship with an off-island vendor to maintain and repair fire apparatus.



- Small engine inventory and associated maintenance needs are hard to measure at this time. Based on information provided by Town departments, we estimate that there are at least 100 small mowers, weed wackers, compressors, blowers, and the like.
- If the Town did all preventative maintenance, routine maintenance, and repairs (except specialty items, like transmissions, that often are contracted out), we estimate a need for a total of four or five mechanics on staff to maintain the entire fleet (excluding fire apparatus and Airport equipment).

This estimate is based on a ratio of 40 light-to-medium size vehicles to one mechanic, with heavy equipment requiring a somewhat higher level of maintenance and more mechanic time per vehicle. In addition, mechanics could maintain small engine equipment. These items are counted as 20 being equivalent to a sedan.

### **Current Maintenance Practices**

**Vehicles currently are maintained by individual departments or contractors, with a few departments using the DPW garage.** Some departments have a significant number of vehicles (e.g., 63 for Public Works and 62 for Public Safety departments) and some have only a few vehicles (e.g., 2 for Health).

As shown on **Table 6** that follows, some Town departments, like DPW, have trained mechanics on-site to maintain their vehicles; while other use contractors or maintenance-type employees to maintain theirs.

**Table 7**, which shows the Fleet Management program for a dozen Mercer public works clients, seems to indicate that 200 vehicles is a “magic number” for clients moving toward a Central Fleet Management program.

A second activator of a Central Fleet Management program is the need or plans to build a new DPW facility, which usually will include a new or expanded central garage.

**Table 8** provides an estimate of vehicle maintenance expenditures for Town departments, excluding the Airport, Schools, NRTA, Water, Land Bank, and Sheriff. **On average Town departments spend about \$125,000 per year on vehicle maintenance (expense items only, no salaries!).** With some work, however, performed by Town staff, the total cost of vehicle maintenance is understated.

The **evolution of the Town's fleet has created some challenges with the Town's current decentralized approach.** These challenges include:

- Lack of a capital replacement plan and vehicle replacement standards.
- Lack of Town-wide maintenance standards and programs, as well as a lack of consistency in appearance and markings.
- An emphasis, for the most part, on maintenance of vehicles and equipment rather than management of the fleet asset.
- Lack of trained mechanics working on some equipment and vehicles and lack of certified mechanics overall.
- No coordinated fleet management structure or a Central Town Garage.
- No Town-wide fleet management information system (with fuel system interface) to program maintenance and track costs.
- Lack of a car pool for infrequent users and perhaps lack of standard for who is assigned a car based on need and usage level.

## **Fleet Maintenance vs. Fleet Management**

The issue here is not just centralized maintenance of the fleet but one of managing these assets. A centralized fleet management program adds several elements to a maintenance-based program:

- A Fleet Manager to provide direction to the program across ALL Town departments (even if not using the DPW garage or eventual Town garage).
- A fleet replacement program based on life-cycle costing.
- A Vehicle Replacement Fund to accumulate funds for replacement at the end of a vehicle's life-cycle.
- Industry-standard fleet maintenance program based on several levels of preventative maintenance services tailored to each vehicle.
- Some or all mechanics ASE certified.
- Central shop (plus satellites if any operations are remotely located).
- Contract support for specialty repairs and, perhaps, lube-oil-filter services.
- Central Parts and Stores operation, including effective management of fuel, oil, and grease.
- Effective charge back (or lease back) system to users to fund the Fleet operation.
- Adequate base of records, typically maintained in a Vehicle Management Information System (VMIS), which is supported by an automated fueling system.

**Major obstacles for Nantucket** in implementing an industry-standard fleet management program are:

- No experience with the fleet management model.
- Lack of a Central Garage Facility right now (or concrete plans to build one) that would serve all or most Town departments and agencies.
- Lack of a Fleet Manager.
- A number of larger agencies operate their own garages (e.g., Airport) and appear to want to remain independent maintenance operations.

**Guidelines for developing a Fleet Management program** can be obtained from The American Public Works Association. One such publication available from APWA is “Managing Public Equipment and Vehicle Replacement Guide.” APWA also has a “Certified Fleet Professionals Program.”

**The easy answer to the question “Should the Town develop a fleet maintenance program for all Town Vehicles?” is YES, but the program’s focus should be much broader than maintenance or a central garage!**

Creation of a Fleet Management Program as described above (assumed to start in DPW) and the hiring a Fleet Manager are the first steps towards development of a comprehensive fleet management program that may culminate in a Central Town Garage.

There is no question based on our experience with over three dozen central fleet operations that such a program will result in long-term cost savings for the Town of Nantucket. These savings will be accrued in several ways, which can be captured whether or not the Town opens a Central Garage:

- Reduction of the overall size of the fleet based on recurring analyses of usage and need.
- Creation of a Car Pool to serve infrequent users who are assigned Town cars.
- Optimization of specifications to ensure the Town is not under or over-buying when purchasing vehicles and equipment.
- Reduction in insurance costs with an optimized fleet.
- Central procurement of parts, supplies, and contract support.
- Reduction in major repairs with a better preventative maintenance program.

## **B. INVENTORY OF TOWN VEHICLES**

### **Findings**

During the project we interviewed the following Town departments to confirm and discuss their inventory of vehicles, as well as to understand vehicle maintenance practices in each department:

- Building
- Fire
- Health
- Marine and Shellfish
- Our Island Home
- Parks and Recreation
- Police
- Public Works
- Schools

We did not interview representatives of the Airport, Land Bank, NRTA, Sheriff, or the Water Company, and did not review and confirm vehicle data from these agencies. Some of these agencies, however, completed supplemental questionnaires on their vehicle maintenance operation.

### **Town Inventories**

**Exhibit 4a, 4b, and 4c** provide 2006, 2007, and 2008 inventories of all Town vehicles based on asset information from the Town's financial system.

**Table 4** shows that, in summary, **as of August 4, 2008, the Town (or affiliated agencies) owned total of 252 vehicles, construction equipment, and pieces of rolling stock**, excluding small engine equipment (small mowers, weed wackers, blowers, and the like). By comparison, the June 22, 2006 inventory totaled 214 vehicles, construction equipment, and pieces of rolling stock, also excluding small engine equipment.

From interviews, small engine equipment (at 20 counting as one sedan-equivalent) would add up to the equivalent of another 5 sedans to the inventory count above.

**Table 5** that follows shows the Purchase Cost and current Net Value of these vehicles and equipment items.

**Table 4*****Vehicles and Equipment by Function or Department***

<b>TOWN FUNCTION OR AGENCY</b>	<b>Sedans + Light Trucks</b>	<b>Heavy Trucks + Fire Apparatus</b>	<b>Construction + Other Rolling Stock</b>	<b>8/4/2008 Count</b>	<b>6/22/2006 Count</b>
<b>Gen. Govt. Departments</b>	10		1	11	11
<b>Public Safety Departments</b>	33	17 (16 Fire)	12	62	55
<b>Schools</b>	5	1	1	7	6
<b>Public Works</b>	26	15	22	63	51
<b>Health</b>		2		2	2
<b>Culture &amp; Recreation</b>	17		6	23	12
<b>Trailers &lt;\$5,000</b>			14	14	14
<b>SUB-TOTAL: Town Agencies</b>	<b>91</b>	<b>35</b>	<b>56</b>	<b>182</b>	<b>151</b>
<b>Wastewater</b>	1			1	1
<b>Sheriff</b>	4	2		6	7
<b>Airport</b>	9	7	9	25	23
<b>Water</b>	11	1	5	17	13
<b>NRTA</b>	6	1		7	7
<b>Land Bank</b>	5		7	12	10
<b>Trailers &lt;\$5,000</b>			2	2	2
<b>SUB-TOTAL: Other Agencies</b>	<b>36</b>	<b>11</b>	<b>23</b>	<b>70</b>	<b>63</b>
<b>TOTAL: All Depts. and Agencies</b>	<b>127</b>	<b>46</b>	<b>79</b>	<b>252</b>	<b>214</b>
<b>% of Total Fleet Inventory</b>	<b>50.4%</b>	<b>18.3%</b>	<b>31.3%</b>	<b>100.0%</b>	<b>N/A</b>

**Notes and Comments**

- (1) Sedans: Self-explanatory
- (2) Light Trucks: Pickups up to F350, Vans, SUVs
- (3) Heavy Trucks: Pickups F450+, Dumps, Chassis, Buses
- (4) Fire Apparatus: Ladder Trucks, Engines, Tankers, Ambulances
- (5) Construction: Graders, Sweepers, Loaders, Tractors
- (6) Other Rolling Stock: Trailers, Motorcycles
- (7) General Government: Building, Conservation Commission, Finance
- (8) Public Safety: Emergency Management, Fire, Police
- (9) Culture and Recreation: Marine, Our Island Home, P&R, Shellfish
- (10) NRTA: Transit buses are leased and not shown on the inventory

**Table 5**

***Original Purchase Cost and Net Value by Town Function***

<b>FUNCTION</b>	<b>ORIGINAL COST</b>	<b>NET CURRENT VALUE</b>
<b>General Government</b>	\$ 241,861	\$ 36,926
<b>Public Safety</b>	\$3,703,939	\$1,423,684
<b>Education</b>	\$ 155,794	\$ 64,381
<b>Public Works</b>	\$2,002,963	\$ 583,973
<b>Health/Human Services</b>	\$ 33,886	\$ 0
<b>Culture &amp; Recreation</b>	\$ 209,397	\$ 33,250
<b>TOTAL:</b>	<b>\$6,347,840</b>	<b>\$2,142,213</b>
<b>Wastewater</b>	\$ 25,909	\$ 18,136
<b>County Sheriff</b>	\$ 232,067	\$ 81,660
<b>TOTAL:</b>	<b>\$ 257,976</b>	<b>\$ 99,796</b>
<b>GRAND TOTAL:</b>	<b>\$6,605,816</b>	<b>\$2,242,009</b>

**Notes and Comments**

- (1) Net Value is as of end of FY 2006 and is less depreciation
- (2) Airport, Water, Land Bank, NRTA data not available

## **Issues and Analysis**

- **Growth in Vehicles:** From June of 2006 to August of 2008, the Town's inventory of vehicles and equipment grew by 38 vehicles or almost 18%. The Town Manager indicates that several Town departments are requesting vehicles for the first time and others are requesting added vehicles each year.
- **Asset Records are Somewhat Inconsistent:** The vehicle inventory and asset numbers come from the accounting system, and are updated once a year for financial reporting purposes. It was a bit difficult to track the inventory to the list of vehicles and equipment provided during department interviews.

In addition, it proved difficult to acquire mileage or meter hour data for the Town's inventory of vehicles. Mileage and years in service, plus condition and usage, are key pieces of information in making replacement decisions, as well as in determining which departments and positions should be assigned Town vehicles.

- **The Town Lacks an Industry-Standard Replacement Program:** It appears most replacement decisions are made during the annual budget process based on department head discussions with the Town Manager.
- **The Fleet Appears to Include Seldom Used Vehicles:** The last column on Exhibit 4a shows the Full Years of Service Thru 2005, which can be compared to the Useful Life estimate two columns to the left. The Full Years column is sorted from oldest to newest. Many vehicles appear to have outlived their useful life, indicating both an aging fleet and a fleet that needs to be culled to save on maintenance and insurance costs.



## **Recommendations**

**18.More Aggressively Manage the Growth of the Fleet:** A primary role of the recommended Fleet/Facilities Manager should be to develop standards for vehicle assignment and usage with a goal of reducing the Town's fleet inventory to an optimized level.

A key element of growth management is the implementation of a car pool system for infrequent users who are not assigned Town vehicles.

**19.Enhance Fleet Asset Records:** We suggest asset records be updated semi-annually and include mileage or meter hour information. The Town would have to initiate a reporting system by department so Finance can accomplish these updates. Ideally, this information should come from an automated fueling system used at all fueling locations.

**20.Develop an Industry-Standard Replacement Program:** Based on improved data, the Town can begin to implement an industry-standard replacement program based on:

- Age of the vehicle (sedans/small truck would be 5-7 years for example)
- Mileage or meter hours (sedans/small trucks would be 75,000-90,000)
- Condition assessment (by trained mechanics and the Fleet Manager)
- Available funds in the Vehicle Replacement Fund

The Town also should implement a Vehicle Replacement Fund to “save” funds for eventual purchase of replacement vehicles instead of buying vehicles out of the annual budget.

**21.Cull the Fleet of Seldom Used Vehicles and Equipment:** In addition, the Town will have the data to assess utilization of specific vehicles and pieces of equipment in order to determine if the fleet should be culled from the fleet. Unless special circumstances exist, vehicles used less than ten days per month and 1,200 miles per year should be reviewed as candidates for elimination from the fleet, with vehicle service provided to the user through a car pool system.

## **C. CURRENT FLEET MANAGEMENT PRACTICES**

### **Findings**

#### **Town-Level Management of the Fleet**

- **Current Situation:** The Town does not have a central fleet management function or fleet manager at this time, instead relying on a variety of management and operational positions in each department to direct the maintenance and replacement of Town vehicles and other rolling stock. As described on the following pages, the department-by-department approach means:
  - No single manager is responsible for management of a major asset of the Town – its vehicles.
  - A broad range of fleet management capabilities (strong to weak) in the various Town departments and staff assigned to oversee vehicle maintenance.
  - A diverse and fragmented network of maintenance providers, both Town and non-Town and on- and off-island.
  - Several department-based or agency-based (e.g., DPW, Airport) vehicle maintenance facilities and mechanics for Town vehicles.
  - Lack of an effectively-managed vehicle maintenance, assignment, replacement, and procurement process to ensure town assets and maintenance costs are managed effectively.
  - Lack of automated and comprehensive vehicle maintenance records to facilitate both maintenance and replacement planning.
  - Inability to tie the fueling system to maintenance time periods to prompt preventative maintenance work orders.
  - Lack of a car pool system for infrequent users.

**Several Town departments have garages, fueling, or associated facilities** for their vehicles and small engine equipment.

- **Airport:** Full-scope vehicle maintenance garage.
- **Fire:** Central station includes a fuel site.
- **NRTA:** The Bus Garage is used to maintain vehicles. Includes a fuel station (500 gallon tank on a slab) and vehicle wash. Garage equipped with diagnostic system, lifts, tire changer/balancer, compressors, etc.
- **Parks and Recreation:** 20' x 20' shop building.
- **Public Works:** 4-bay (two vehicle deep) shop includes a fuel site. DPW on rare occasions performs minor repair work for the Conservation Commission and the Health Department.
- **Schools:** New 2-bay garage also used for grounds. New 2-bay facility coming at the high school to be used in association with Shop classes.

➤ **Prior and Recent Research on a Central Garage:** The DPW Director prepared a report on the concept of a Town Motor Pool in 1990. No action was taken on the report. Key elements of that report were:

- Create an internal service fund
- Central ownership of all vehicles by the Motor Pool
- Central maintenance management (with contracts for some specialized services)
- Central fueling system that prompts work orders
- Replacement on a scheduled basis (as adjusted for the condition of the vehicle)

We understand the **Town Manager formed a multi-department committee early in 2007 to research the feasibility of a Central Town Garage.** The committee was intended to:

- Have a single focus and a short-term end date,
- Involve departments with large fleets (Fire, Police, Public Works), and
- Develop data on usage and costs.

**The Central Garage question, however, was merged into the Mercer Study.**

## **Department-Level Management**

Mercer used interviews with Town departments and agencies to identify how each department manages and maintains its fleet of vehicles and equipment. **Table 6** below summarizes current maintenance arrangements. A more in-depth discussion of maintenance services by each department is provided on the following pages.

**Table 6**

### ***Vehicle Maintenance Arrangements by Town Departments***

<b>TOWN DEPARTMENT</b>	<b>IN-HOUSE</b>	<b>ON-ISLAND VENDORS</b>	<b>OTHER VENDORS</b>
<b>Building</b>	None	Harbor Fuel Don Allen-Warranty	
<b>Fire</b>	Fire Fighters (Minor repairs) Fueling	Norman's	NE Fire Apparatus
<b>Health</b>	None	Don Allen	Falmouth dealer in the past
<b>Marine &amp; Shellfish</b>	Department staff (Trailers only)	Don Allen-Routine & Warranty	
<b>NRTA (thru contract operator)</b>	1.5 Mechanics All PM & repairs Fueling Wash	Warranty repairs	Bus inspections Replacement parts
<b>Our Island Home</b>	Department staff (Minor repairs)	Harbor Fuel Don Allen-Warranty	
<b>Parks &amp; Recreation</b>	Property Manager	Don Allen Nan. Auto Repair Madaket Shop	
<b>Police</b>	Radio Shop only	Don Allen Car Wash Wrecker Service	Ford Dealer in Marlboro
<b>Public Works</b>	Two Mechanics (Light and Heavy) Fueling		
<b>Schools</b>	Maintenance Worker + Shop Teacher	Don Allen-Warranty Kabota Dealer High School Shop	State bus inspections

## **NOTES AND COMMENTS**

- (1) **Don Allen Ford:** Located at Polpis Road. Also services Dodge vehicles.
- (2) **Harbor Fuel:** Located at Downtown.
- (3) **Norman's Auto Body:** Located at
- (4) **New England Fire Apparatus:** Located off-island

### **Building Department**

- **Maintenance:** The Director manages the maintenance of five vehicles (including the Zoning Officer's).

Formerly serviced three times per year, vehicles are now serviced twice year by the Harbor Fuel Garage at the Airport. The Ford Dealer provides warranty service. Vehicles are washed at a private car wash or at home. A single driver is assigned to each vehicle.

- **Replacement:** Sedans and light trucks are on a five-year cycle or about 60,000 miles. Replacement is through the annual budget cycle rather than a vehicle replacement plan/fund. Vehicles usually are purchased from the State's Municipal Buying Program.
- **Central Garage:** Private vendors are said to provide good service. The cost is known up front. It is quicker for Building to take a vehicle to the airport area than to DPW.

### **Fire Department**

- **Maintenance:** The Fire Chief, with assistance from a Firefighter, manages the maintenance of 24-25 vehicles, which includes 14 ladder trucks, engines, ambulances, and tankers. Vehicles are assigned to three stations:
  - Headquarters (#1): Two sedans and light trucks, two utility trucks, two engines, one ladder, one heavy rescue, four ambulances, two tankers, two motorcycles, one boat, one brush breaker, and five trailers, plus about 17 small engine pieces.
  - Sconset (#2): One engine and one tanker (unmanned station)
  - Madaket (#3): One engine (unmanned station)

Minor maintenance is performed in-house either by Firefighters, through an annual vendor contract with Norman's Auto Body, or by the Auto Dealer. An annual apparatus inspection is performed by New England Fire Apparatus. Some major maintenance is performed by off-island.

The department maintains vehicle service records, but not necessarily for the entire life of a vehicle.

- **Replacement:** Several pieces of equipment are on the Town's Capital Replacement lists for 2007 or 2008 (two engines, two ambulances, tanker)
- **Central Garage:** the Fire Chief seems to accept a maintenance role for a Central Town Garage, particularly lube/oil/filter (LOF) type services, tire changing, and the like. It is important to him that mechanics be certified.

A location at the DPW Yard (6-7 miles away) would work if a maintenance bay could be located at 2 Fairgrounds. A fueling option near the new HQ Station is needed. The fuel depot at the old HQ Station will be closed in the near future.

### **Health Department**

- **Maintenance:** A department supervisor manages the maintenance of two vehicles, both small pickups.

The on-island Ford Dealer maintains these vehicles. They prefer a single vehicle manufacturer to ease maintenance.

- **Replacement:** Vehicles are replaced through the annual budget process and usually procured through State contract. Life cycle is 5-6 years, but not predictable.
- **Central Garage:** Needed. Do it Right (e.g., diagnostic equipment). DPW Yard is an OK location. Need trained, certified mechanics.

### **Marine and Shellfish Department**

- **Maintenance:** The Harbor Master manages the maintenance of six vehicles, 6-7 boat trailers, and several 16' to 26' patrol boats. A Travel Lift is now disabled.

Vehicles are maintained, including warranty work, by Don Allen Ford on a set schedule. Trailers are maintained by department staff at 2 Fairground.

- **Replacement:** Not discussed.
- **Central Garage:** The Ford Dealer provides timely repairs, but is not cheap. The department needs loaners at times. A central garage needs to be funded and staffed properly (like a Ford garage). ASE certification is not critical. The Harbor Master has confidence in DPW mechanics.

### **NRTA**

- **Maintenance:** A full-time mechanic and part-time mechanic assistant maintain seventeen buses, performing all preventative maintenance and repairs with the exception of warranty work and major repairs (e.g., engine overhauls). Facilities include a garage (with lifts and other equipment), fuel station, and vehicle wash on site. Plan to add a computerized maintenance program. Off-island State inspection program.
- **Replacement:** Rely on capital funding from the State transportation bond bill that may or may not fund needed replacement buses.
- **Central Garage:** Do not appear interested, but may be interested in a Parts operation that could store commonly used parts to avoid having to order (and wait ten days for) replacement parts.

### **Our Island Home**

- **Maintenance:** A department supervisor manages the maintenance of three to four vehicles.

Minor maintenance (LOF, weekly inspection) is performed by staff. Harbor Vehicle Repair performs major maintenance and is quick about it. Warranty work (seldom needed) would be performed by the Ford Dealer. The department maintains mileage logs. Fuel is located at the Fire Station.

- **Replacement:** Not discussed.
- **Central Garage:** Not discussed.

### **Parks and Recreation Department**

- **Maintenance:** The Parks and Recreation Director manages the maintenance of seven vehicles and three trailers, as well as a tractor and 9-10 small engine items, such as mowers and tillers.

Minor maintenance is performed by the Property Manager and major maintenance by the Ford Dealer, Nantucket Auto Repair, or a Madaket repair shop. Some equipment is sent to dealers on the mainland for major repairs. P&R has small shops for maintenance at Jetties, Delta, and Tom Nevers.

- **Replacement:** Not discussed.
- **Central Garage:** Not discussed.

### **Police Department**

- **Maintenance:** The Deputy Police Chief manages the maintenance of 25+ vehicles. Patrol Cars have extensive 3-year/75,000-mile warranties so most work is warranty work by the dealer. The dealer keeps high use parts in inventory. Brakes are serviced every three months. Other contract services are car washes (\$6 each) and wrecker (Nantucket Auto Body). Electronic equipment (radios, video cameras, and computers) is maintained in-house by the Police IT person at 2 Fairgrounds.
- **Replacement:** Patrol Cars are replaced on a regular cycle. Replacements are purchased through State contract. Police has 1-2 cars as reserves.
- **Central Garage:** Police is interested in monthly oil changes (now \$50 at the dealer) with priority treatment, tire work, and computer analysis.

### **Public Works Department**

- **Maintenance:** The DPW Mechanics manage the maintenance of 63 vehicles and pieces of equipment as well as numerous small engine items. The General Foreman oversees their work, with assistance on parts and purchases from the Director and Assistant Director.

**DPW has a full-service garage** on site at the DPW Yard that performs most maintenance services. This garage is a stand-alone building with the following features and capabilities:

- Four maintenance bays that are deep enough for two pickups
- One permanent lift
- Limited parts and storage
- Small office
- Oil and lubricants storage and processing
- Fuel site (meets environmental standards)
- Outside vehicle storage and limited inside storage

**The DPW garage, however, currently lacks or needs:**

- Adequate office space,
- Adequate parts and materials storage areas,
- A second lift and tire balancer,
- A wash rack,
- Covered storage to serve current DPW vehicles, and
- A Vehicle Management Information Systems (VMIS) with automated work orders and parts modules (now manual).



- **Replacement:** Many vehicles and items of equipment are purchased on State contract.
- **Central Garage:** The Public Works Director feels Town Departments, although there is some resistance, are open to a Central Garage. A starting point may be the addition of small departments to services delivered at the DPW Garage. To implement a central garage, the DPW Directors indicates the Town would need:
  - A full-time Fleet Manager
  - Certified mechanics (a concern to Police)
  - Ability to tie preventative maintenance intervals to the fuel system
  - Convenient location (DPW is four miles from downtown)
  - An adequate garage facility (the current DPW “box” cost \$450,000)
  - Functional lubrication bay

### **Schools**

- **Maintenance:** A schools supervisor manages the maintenance of seven vehicles and seven buses leased from the Cape Cod Collaborative, as well as a front-end loader and three large mowers.

In-house maintenance services are provided in a garage, with a new 2-bay garage coming at the high school. The high school automotive program has a shop with computerized testing equipment. A Maintenance Worker position is assigned to work on School vehicles. Maintenance records are kept at the School garage. Fueling is done at the Fire Station (no fuel site on campus).

The Ford Dealer performs warranty repairs and major maintenance.

Buses are maintained once a year on the mainland. They are parked at the elementary schools, but should be moved somewhere else, like 2 Fairgrounds, to provide more room.

- **Replacement:** Buses are replaced every 2-3 years.
- **Central Garage:** Not discussed.

## **Issues and Analysis**

- **Lack of an Industry-Standard Approach to Fleet Management:** Each department decides how to manage and maintain its vehicles. Standards and methods vary department-by-department. Many vehicles are managed like a personal sedan.

Because of the limited life of police cruisers, they likely complete their life-cycle while on warranty. Other departments, however, have vehicles with lives extending beyond the manufacturer's warranty period.

The Town lacks a purchase-to-grave method of managing vehicle and equipment assets.

- **Poor Vehicle Maintenance and Usage Records:** Vehicle records range from department file folders to automated records at a contract vendor. There is no central records system for all Town vehicles. We mentioned earlier the difficulty in tracking mileage for Town vehicles.
- **Contract Garages:** The Town has no organized process for selecting, negotiating, and contracting with on-island dealers and garages, or for managing their performance.

**Key vendors used by Town departments are:**

- Don Allen Ford (including a large volume of warranty repairs)
- Harbor Fuel (and auto repair)
- Nantucket Auto Repair
- An auto repair shop in Madaket
- Nantucket Wrecker service

## **Recommendations**

**22. Develop an Industry-Standard Approach to Fleet Management:** In the Overview section of this chapter, we described how a fleet management program compares with and enhances a fleet maintenance program. This type of program is needed in Nantucket whether or not a Central Town Garage is implemented.

The key requirement for implementing such a program is a Fleet Manager position, which we recommend in Chapter II under Organization and Staffing. The Fleet Manager would have overall responsibility for coordination and administration of fleet management services across Town departments.

This position may also be able to manage the Town's Facility Management program as there are operational similarities between managing a fleet and managing facilities (inspections, work orders, preventative maintenance, and the like).

**23. Develop a Uniform Method of Fleet Management Recordkeeping Across Town Departments:** With Town departments connected to the IT Department by fiber optic service, the Town should install a Vehicle Management Information System that could be used by all Town departments.

To supplement this system, the Town should develop a standard method for maintaining key vehicle records, like titles, warranties, work orders, and the like.

**24. Improve the Management of Contract Garages and Other Services:** The Purchasing Agent (immediately) in cooperation with the Fleet Manager (when hired) should complete our initial inventory of all service and repair relationships, both on-island and off-island to ensure contract terms, conditions, and prices are most favorable to the Town. These relationships should be managed centrally with the input of Town departments on their specific needs and conditions. In the near future, the Town should bid out these services to gain the best price and service possible.

## **D. FEASIBILITY OF A CENTRAL TOWN GARAGE**

### **Findings**

#### **Is the Town of Nantucket a Good Candidate for a Central Fleet Management Operation?**

Table 7 on the following page shows the **population, vehicle inventory, and fleet management model for a twelve mid-sized Mercer public works clients**. Average data for these clients is as follows:

- **Average Population:** 34,165
- **Average Vehicle Inventory:** 236
- **Typical Fleet Management Model:** Ten of twelve are centrally managed by DPW and two are managed by government departments. However, the two communities now managed by departments (Needham and Oro Valley) are considering moving to a Central Fleet Management Model.
  - Oro Valley is opening a new Municipal Operations Center, which will have a central garage that will be managed initially by Public Works.
  - Needham is studying the value of a larger central garage with DPW facility improvements to be made over the next three to five years.

**The data, plus our experience with these clients, indicates:**

- **Inventory Level:** An inventory of 200 vehicles is an indicator of the need for and value of an industry-standard fleet management program.
- **Facility:** Development of a new DPW facility or garage is a key enabler for transitioning to a central fleet management program.
- **Fleet Manager:** The first need is a Fleet Manager to develop the underlying policies, practices, and procedures for an effective, industry-standard fleet management program.

**With a vehicle inventory exceeding 250, plus a significant number of small engine items, the Town of Nantucket meets the criteria that Mercer has found in other clients to create a central fleet management function directed by a Fleet Manager.**

**Table 7**

***Fleet Management in Mid-sized Mercer Public Works Clients***

<b>City/State</b>	<b>Population</b>	<b># Vehicles in the Fleet</b>	<b>Central Fleet Management?</b>
<b>Bloomfield, NM</b>	7,409	139	Yes (by DPW)
<b>Bowling Green, KY</b>	53,176	310	Yes (by DPW)
<b>Brookfield, WI</b>	39,613	200	Yes (by DPW)
<b>Concord, NH</b>	42,378	242	Yes (by DPW)
<b>Maplewood, MN</b>	35,484	293	Yes (by DPW)
<b>Mountain Brook, AL</b>	30,927	261	Yes (by DPW)
<b>Needham, MA</b>	28,911	173	No (by departments), but Central Fleet Management emerging with upgraded DPW facility
<b>Niles, IL</b>	29,065	323	Yes (by DPW)
<b>Oak Park, IL</b>	50,272	300	Yes (by DPW)
<b>Oro Valley, AZ</b>	38,438	184	No (by departments), but Central Fleet Management emerging with upgraded DPW facility
<b>University Park, TX</b>	23,324	180	Yes (by DPW)
<b>Wheat Ridge, CO</b>	30,979	230	Yes (by DPW)
<b>SURVEY AVERAGE</b>	<b>34,165</b>	<b>236</b>	<b>10 = DPW 2 = Departments (now) &amp; DPW (future)</b>

## **Is the Town of Nantucket Open To a Central Fleet Operation?**

Town Officials, the Town Managers, and department heads generally appear open to alternative means of managing and maintaining vehicles as long as any new approach is cost-effective and convenient operationally. The **degree of openness to new approaches generally depends on a number of factors:**

- The size of each department's fleet (smaller agencies tend to be more open to a centralized program).
- Characteristics of the fleet (sedans are more cost-effective to maintain centrally and in-house than fire trucks and other complex pieces of equipment).
- Capabilities and personality of the person assigned as the Fleet Manager.
- Convenience and quality of services from the current maintenance provider vs. an alternative.
- Degree of independence of various department (the Town has several that are very independent, like the Airport, Water, and NRTA).

The **question of transition of the Fleet Management function into a Central Town Garage, however, is not so easy to answer as there are issues in Nantucket:**

- Convenience for departments (primarily how close is the current garage or vendor is compared to an alternative).
- Perceived difficulty in getting through the Downtown area in-season if departments or agencies had to go to a garage or vendor on other side of town.
- Site limitations in developing a Town Garage:
  - DPW can add on to its current garage, but circulation and vehicle storage areas may limit the number of vehicles that can be maintained there.
  - 2 Fairgrounds is located on an aquifer and development options are limited by environmental concerns. But, we understand the electric company developed an underground vault area for storage of its equipment.
- Some agencies (e.g., Airport, NRTA) are happy with their current system of fleet management using on-site garages, plus contractors.
- The cost of constructing and staffing a Central Town Garage facility in a weak economy, coupled with incomplete hard data on the current cost to maintain Town vehicles and equipment.

## **What Does the Current Decentralized Fleet Management Approach Cost the Town Each Year?**

The Finance Department provided information from the financial system on the cost of vehicle maintenance in various Town budgets. **Table 8** below compiles the cost department-by-department for FY 2008 projected and the prior three-year average.

**Table 8**

### ***Fleet Maintenance Cost by Department***

<b>DEPARTMENT</b>	<b>FY 2008 PROJECTION</b>	<b>PRIOR 3-YEAR AVERAGE</b>
<b>Assessor</b>	\$ 2,000	\$ 206
<b>Conservation Commission</b>	\$ 0	\$ 512
<b>Police</b>	\$ 45,000	\$ 43,865
<b>Fire</b>	\$ 25,000	\$ 16,461
<b>Building Inspection</b>	\$ 2,900	\$ 2,246
<b>Emergency Preparedness</b>	\$ 1,000	\$ 175
<b>Marine</b>	\$ 2,000	\$ 1,563
<b>Public Works</b>	\$ 27,600	\$ 23,214
<b>Mosquito Control</b>	\$ 500	\$ 270
<b>Health</b>	\$ 700	\$ 2,167
<b>Our Island Home</b>	\$ 2,000	\$ 1,299
<b>Parks &amp; Recreation</b>	\$ 3,850	\$ 5,809
<b>Water</b>	\$ 5,000	\$ 6,089
<b>Surfside WWTP</b>	\$ 2,400	\$ 3,071
<b>Sconset WWTP</b>	\$ 2,400	\$ 129
<b>TOTAL:</b>	<b>\$122,350</b>	<b>\$107,074</b>

### **Notes and Comments**

- (1) Include expenses only, no salaries.
- (2) Data for Airport, Schools, NRTA, Water, Land Bank, and Sheriff not available.

**Finance estimates that future maintenance expenses will be in the \$125,000 range in FY 2009. Note that these estimates do NOT include the cost of in-house labor, possibly do not identify other maintenance costs, and exclude some agencies.**

## **Issues and Analysis**

### **Fleet Management or Fleet Maintenance?**

Depending on the extent to which the Town can get most Town Manager-directed agencies to participate in a Central Fleet Management Model, Nantucket is ready to move up to a higher level of fleet management services.

### **Maintenance Service Options**

We see **four options** for the Town:

- **No Change:** Continue to operate with a decentralized model, perhaps increasing support through the Purchasing Agent for vehicle purchases and maintenance contracts with area vendors.
- **Fleet Manager Only:** Hire a Fleet Manager, who may be able to double as a Facilities Manager, to coordinate and administer Fleet Management services across the Town.
- **Partial Implementation and Centralization:** With the hiring of a Fleet Manager, pull in Town Manager-directed departments to the centralized Fleet Management model and expand the DPW garage and staff of mechanics to maintain their vehicles. This model would include the following functions and departments, which account for about 80% of the fleet or about 200 vehicles:
  - General Government departments
  - Culture and Recreation departments
  - Health and Social Services departments
  - Public Safety excluding police cruisers (on warranty) and Fire apparatus
  - Public Works
  - Wastewater
  - Land Bank
- **Full Implementation and Centralization:** Implement a single Town-wide and County-wide Fleet Management program involving ALL Town departments and agencies. This program could include DPW as the central garage for most Town vehicles, supplemented by satellite garages at 2 Fairgrounds and perhaps at some independent agencies with unique vehicles and equipment (Airport, NRTA, Schools).



## **Estimated Cost to Operate a Central Town Garage**

The following estimated costs focus on operating expenses and do NOT include the cost to expand the DPW garage or build a central garage.

- **Fleet Manager Only:** We estimate the cost of the Fleet Manager at \$90,000 with benefits.
- **Partial Implementation and Centralization:** We estimate the annual cost to operate a central garage (less fuel and utilities) for the departments specified on the prior page would be about \$400,000 compared to about \$245,000 today (including expenses and two DPW Mechanics). The current cost estimate does NOT consider the cost of department labor to maintain vehicles.
  - Fleet Manager: One at \$90,000 with benefits
  - Mechanics: Three operating out of the existing DPW Garage each at \$60,000 with benefits
  - Expenses: \$125,000 per year from the FY 2008 and 2009 budgets

**Savings from the Fleet Manager and Central Fleet Management model would be:**

- Culling the fleet of little used and surplus equipment
- More functional vehicle specifications that match needs not wants
- Reductions in contract repairs and services through centralized bids
- Reduction in major repairs with a more effective preventative maintenance program (for some vehicles)
- Reduction in parts costs through centralized purchasing
- Savings of dealer vendor overhead and profit

Although it is doubtful that department staff could be eliminated as vehicle maintenance represents a small percentage of most department staff time, it does present an opportunity to reprogram staff to higher priority tasks.

- **Full Implementation and Centralization:** Full implementation of a Fleet Management Model would add:
  - Mechanics: One or Two more Mechanics each at \$60,000 with benefits

## **Recommendations**

**25. Hire a Fleet Manager and Implement at Least a Partially Centralized Fleet Management Program:** We recommend the Town hire a Fleet Manager, who might double as a Facilities Manager, and implement a Town-wide Fleet Management Program that initially does not include a Central Garage. This approach:

- Installs the building blocks of effective fleet management in all Town departments and agencies.
- Allows Town departments and agencies to see the value of professional fleet management.
- Builds momentum for a second step – an expanded DPW garage and perhaps satellite or partner (Airport and NRTA) garages.

Practically speaking, we think the Town's ultimate Fleet Management Model will have these features:

- **Fleet Management:** Central management systems and controls, including a fleet management information system and a fueling system connecting all Town departments and agencies.
- **Town Garage:** DPW will perform preventative maintenance and repairs at an expanded facility that will serve most Town departments.

A satellite garage for limited services will be operated by DPW at or near 2 Fairgrounds.

Some larger, independent agencies, like the Airport and NRTA, will maintain their own garage, but be tied to the Town-wide Fleet Management program.

Nantucket Schools will add its shop to the model in some way.

- **Maintenance Contracts:** Contract warranty repairs, specialty repairs (rebuild engines and transmissions, body and paint shop), and fire apparatus will be bid out to contract vendors.
- **Car Pool:** Creation of a central car pool for infrequent users of Town vehicles.

## ***IV. IMPLEMENTATION***

This chapter of the report presents an implementation process and schedule for the various recommendations in the Mercer Report.

### **A. IMPLEMENTATION PROCESS**

The Implementation Process began early in the project as the consultant met with officials, managers, and staff during fact finding activities and the review of preliminary ideas. The process continued as we presented the Draft, Updated Draft, and Final Reports.

The process to implement the recommendations in the Management and Operations Review is based on a structure of Oversight and Management, Technical Actions and Coordination, and Monitoring and Reporting.

#### **Oversight and Management**

The **Town Manager** is the natural person to manage and oversee the implementation process. Her role should include:

- General oversight and encouragement of collaborative efforts.
- Policy review and decisions.
- Contract and agreement review and approval.
- Finance and budgeting.
- Communications and public relations.

**For DPW, the director, members of the senior management team, and selected employee representatives,** should serve as the **Management Committee** for the implementation process. This group would be responsible for:

- Day-to-day management of the implementation process.
- Each department's participation in functional committees.
- Development and implementation of new organization and staffing plans, work processes, and business practices.
- Management and the development of activity and performance reports.

## **Technical Actions and Coordination**

The Town may need to form **Technical Committees (or Solution Teams)** of managers, staff, and other interested parties, such as Human Resources, Finance, and IS specialists to tackle specific implementation issues or issue areas, like analysis of options and selection of an Operations Management Information System (OMIS) vendor. A Lead Person would be selected to coordinate the work of each of these committees. These committees would be responsible for:

- Development of detailed implementation plans to supplement the Mercer Report, as well as supplemental analyses that may be required.
- Revisions to plans, policies, specifications, standards, procedures, job descriptions, and job duties.
- Interdivisional and interdepartmental coordination.
- Measurement and presentation of budgetary changes.

## **Reporting and Monitoring**

Each Technical Committee should provide a monthly progress report to the DPW Management Committee for review and action. This **Monthly Report** should cover:

- Progress to date on the detailed implementation plan.
- Issues, obstacles, and changing situations affecting implementation.
- Services delivered and performance against agreed upon standards and specifications.
- Upcoming activities in the period.

The Management Committee in turn would use these reports as the basis **for a series of Quarterly Progress Reports to the Town Manager and Board of Selectmen** until all recommendations are implemented.

## **B. IMPLEMENTATION ISSUES**

As noted in earlier chapters, the Town faces a number of issues and obstacles in implementing the recommendations in the report.

### **➤ Public Works (Chapter II):**

- Developing a new DPW-Planning protocol on traffic engineering services.
- Improving the contents and management of the Waste Options contract after prior tensions and conflict.
- Possible resistance to restructuring senior DPW-level jobs.
- Dealing with management cohesiveness issues.
- Resources to fund a Management Analyst and a third Working Foreman or Lead Worker positions in DPW Operations.
- Resources to procure and implement an Operations Management Information System.

### **➤ Central Fleet Management (Chapter III):**

- Understanding of and willingness to shift from a decentralized Fleet Maintenance approach to a central Fleet Management Model.
- Financial resources to hire a Fleet Manager and implement an industry-standard fleet management program.
- Willingness of some Town agencies to participate in a central Fleet Management program.
- Cost-benefits and financial resources to develop a Central Town Garage, with possible satellites, for all or most Town departments and agencies.

## **C. IMPLEMENTATION PLAN AND SCHEDULE**

**Exhibit 5** presents an Implementation Plan and Schedule for each recommendation in the Mercer Report. The plan lists:

1. Short description of the recommendation
2. Priority (A, B, C)
3. Suggested completion date
4. Person(s) primarily responsible for overseeing implementation
5. Notes and comments
6. Cost or savings, where estimable

The Town Manager and Director of Public Works should review the Implementation Plan and fine-tune and expand it as needed to make it a fully effective tool for managing, tracking, and reporting on the implementation process.

# ***EXHIBITS***

**1a - Resource Management Survey**

**1b - GRIPES Survey**

**1c - Organizational Climate Survey**

**2 - Mercer's Local Government  
Strategic Planning Model**

**3a - Current DPW Organization Plan**

**3b – 1989 DPW Organization Plan**

**3c - Recommended DPW Organization Plan  
(with Mercer & DPW Director versions)**

**4a - Vehicle Inventory (6/22/06)**

**4b - Vehicle Inventory (3/21/07)**

**4c - Vehicle Inventory (8/4/08)**

**5 - Implementation Plan**

**Exhibit 4a**

***VEHICLE INVENTORY (6/22/2006)***



**Exhibit 4b**

***VEHICLE INVENTORY (3/21/2007)***

**Exhibit 4c**

***VEHICLE INVENTORY (8/4/2008)***

# ***ATTACHMENTS***

**A - Mercer Employee Survey Document**

# ***EXHIBITS***

**1a - Resource Management Survey**

**1b - GRIPES Survey**

**1c - Organizational Climate Survey**

**2 - Mercer's Local Government  
Strategic Planning Model**

**3a - Current DPW Organization Plan**

**3b - 1989 DPW Organization Plan**

**3c - Recommended DPW Organization Plan  
(with Mercer & DPW Director versions)**

**4a - Vehicle Inventory (6/22/06)**

**4b - Vehicle Inventory (3/21/07)**

**4c - Vehicle Inventory (8/4/08)**

**5 - Implementation Plan**

**Exhibit 1a**

**TOWN OF NANTUCKET - Public Works Department**

**Results of the Resource Management Surveys by Organizational Category**

1 = (P)oor / 2 = (F)air / 3 = (A)verage / 4 = (G)ood / 5 = (E)xcellent

Resources	100				200				300				Average Across			
	ADMIN				OPERATIONS				WASTEWATER				DPW			
	Total Scores	# of Responses	Category Average	Total Scores	# of Responses	Category Average	Total Scores	# of Responses	Category Average	Total Scores	# of Responses	Category Average	Total Scores	# of Responses	Department Average	
Staffing	10	3	3.333	41	17	<b>2.412</b>	21	6	3.500	72	26	2.769				
Facility	12	3	4.000	42	17	<b>2.471</b>	17	6	2.833	71	26	2.731				
Vehicles	8	2	4.000	49	17	2.882	20	6	3.333	77	25	3.080				
Tools	8	2	4.000	53	17	3.118	23	6	3.833	84	25	3.360				
Gear	9	2	4.500	51	16	3.188	25	6	4.167	85	24	3.542				
Office Equipment	13	3	4.333	46	18	2.875	20	6	3.333	79	25	3.160				
Computers	5	2	<b>2.500</b>	39	13	3.000	18	6	3.000	62	21	2.952				
Materials	7	2	3.500	41	15	2.733	21	6	3.500	69	23	3.000				
Other Resources	5	2	<b>2.500</b>	44	15	2.933	22	6	<b>3.667</b>	71	23	3.087				
<b>TOTAL</b>	<b>77</b>		32.667	<b>406</b>		25.612	<b>187</b>		31.167	<b>670</b>		27.681				
<b>Average (Resources)</b>			<b>3.630</b>			<b>2.846</b>			<b>3.463</b>			<b>3.076</b>				
<b>Personnel Administration</b>																
Hiring Process	9	3	3.000	38	16	<b>2.375</b>	16	5	3.200	63	24	2.625				
Career Ladders	8	3	2.667	40	16	<b>2.500</b>	19	6	3.167	67	25	2.680				
Training	8	3	2.667	42	16	2.625	19	6	3.167	69	25	2.760				
Grievances	12	3	4.000	36	18	<b>2.250</b>	19	6	3.167	67	25	2.680				
Discipline	9	3	3.000	36	16	<b>2.250</b>	14	6	<b>2.333</b>	59	25	<b>2.360</b>				
Performance Evaluations	7	2	3.500	33	14	<b>2.357</b>	14	6	<b>2.333</b>	54	22	<b>2.455</b>				
Pay	8	3	2.667	46	15	3.067	17	6	2.833	71	24	2.958				
Benefits	12	3	4.000	61	15	4.067	20	6	3.333	93	24	3.875				
Labor Relations	10	3	3.333	34	15	<b>2.267</b>	18	6	3.000	62	24	2.583				
Morale	12	3	4.000	42	15	2.800	19	6	3.167	73	24	3.042				
<b>TOTAL</b>	<b>95</b>		32.833	<b>408</b>		26.557	<b>175</b>		29.700	<b>678</b>		28.018				
<b>Average (Personnel Administration)</b>			<b>3.283</b>			<b>2.656</b>			<b>2.970</b>			<b>2.802</b>				
<b>Mercer's Minimum Rating</b>			<b>3.0</b>			<b>3.0</b>			<b>3.0</b>			<b>3.0</b>				
<b>Mercer's High Performance Rating</b>			<b>4.0</b>			<b>4.0</b>			<b>4.0</b>			<b>4.0</b>				

**NOTES & COMMENTS**

1.) Scores bolded if 2.5 or under and italicized if 3.5 or over

**Exhibit 1b**

**TOWN OF NANTUCKET - Public Works Department**

**Results of the GRIPEs Survey by Organizational Category**

1 = No / 2 = Sometimes / 3 = Often / 4 = Mostly / 5 = Always

	<u>100</u>			<u>200</u>			<u>300</u>			<u>Average Across</u>		
	<u>ADMIN</u>			<u>OPERATIONS</u>			<u>WASTEWATER</u>			<u>DPW</u>		
	Total Scores	# of Responses	Category Average	Total Scores	# of Responses	Category Average	Total Scores	# of Responses	Category Average	Total Scores	# of Responses	Department Average
<b>(G)rowth</b>												
(a) Organizational Help	12	3	3	4,000	51	17	3,000	22	7	85	27	3,148
(b) Training Hours	13	3	4,333	2,875	46	16	2,875	21	7	80	26	3,077
<b>(R)espect</b>												
(a) By Supervisors	12	3	4,000	3,235	55	17	3,235	23	7	90	27	3,333
(b) By Department Head	11	3	3,667	2,882	49	17	2,882	18	7	78	27	2,889
(c) By Other Town Depts	9	3	3,000	2,125	34	16	2,125	17	7	60	26	2,308
(d) Rewards	4	3	1,333	1,529	26	17	1,529	10	7	40	27	1,481
<b>(I)nfomation</b>												
(a) Access	9	3	3,000	2,706	46	17	2,706	23	7	78	27	2,889
(b) Policies	10	3	3,333	2,412	41	17	2,412	20	7	71	27	2,630
<b>(P)otential</b>	220%	3	73%	63%	940%	15	63%	420%	6	15.8	24	66%
<b>(E)mpowered</b>	14	3	4,667	3,235	55	17	3,235	26	7	95	27	3,519
<b>(S)upport</b>												
(a) Dept Support Staff	12	3	4,000	2,941	50	17	2,941	22	7	84	27	3,111
(b) Dept Head & Mgmt Team	11	3	3,667	2,882	49	17	2,882	24	7	84	27	3,111
(c) Town Support Depts	9	3	3,000	2,588	44	17	2,588	23	7	76	27	2,815
(d) Town Officials/Manager	10	3	3,333	2,235	38	17	2,235	22	7	70	27	2,593
<b>TOTAL</b>	136		45,333	34,647	584		34,647	271		991		36,903
<b>Overall Average Rating</b>			3.487	2.665			2.665		2.978			2.839
<b>Mercer's Minimum Rating</b>			3.0 / 70%	3.0 / 70%			3.0 / 70%		3.0 / 70%			3.0 / 70%
<b>Mercer's High Performance Rating</b>			4.0 / 80%	4.0 / 80%			4.0 / 80%		4.0 / 80%			4.0 / 80%

**NOTES & COMMENTS**

1.) Scores **bolded** if less than 2.5 or 60% Potential and *italicized* if greater than 3.5 or 70% Potential

**Exhibit 1c**

**TOWN OF NANTUCKET - Public Works Department  
Organizational Climate Survey - Results by Organizational Category and Employee Type**

SUBSCALE	RESULT	TOTALS			ADMINISTRATION			OPERATIONS			WASTEWATER		
		Supervisors	Employees	ALL	Supervisors	Employees	ALL	Supervisors	Employees	ALL	Supervisors	Employees	ALL
Career Opportunities	Agree	40.00%	23.33%	30.00%	N/A	N/A	26.67%	N/A	N/A	30.00%	N/A	N/A	33.33%
	Disagree	30.00%	56.67%	46.00%	N/A	N/A	46.67%	N/A	N/A	45.00%	N/A	N/A	46.67%
	Undecided	30.00%	20.00%	24.00%	N/A	N/A	26.67%	N/A	N/A	25.00%	N/A	N/A	20.00%
Compensation & Benefits	Agree	45.00%	36.67%	40.00%	N/A	N/A	40.00%	N/A	N/A	40.00%	N/A	N/A	53.33%
	Disagree	35.00%	36.67%	36.00%	N/A	N/A	33.33%	N/A	N/A	40.00%	N/A	N/A	33.33%
	Undecided	20.00%	26.67%	24.00%	N/A	N/A	26.67%	N/A	N/A	30.00%	N/A	N/A	13.33%
Employee Involvement	Agree	80.00%	70.00%	74.00%	N/A	N/A	73.33%	N/A	N/A	75.00%	N/A	N/A	73.33%
	Disagree	15.00%	20.00%	18.00%	N/A	N/A	20.00%	N/A	N/A	25.00%	N/A	N/A	6.67%
	Undecided	5.00%	10.00%	8.00%	N/A	N/A	6.67%	N/A	N/A	0.00%	N/A	N/A	20.00%
Information & Communications	Agree	50.00%	56.67%	54.00%	N/A	N/A	53.33%	N/A	N/A	55.00%	N/A	N/A	53.33%
	Disagree	20.00%	30.00%	28.00%	N/A	N/A	33.33%	N/A	N/A	20.00%	N/A	N/A	26.67%
	Undecided	30.00%	13.33%	20.00%	N/A	N/A	13.33%	N/A	N/A	25.00%	N/A	N/A	20.00%
Managerial Competence	Agree	55.00%	70.00%	64.00%	N/A	N/A	46.67%	N/A	N/A	60.00%	N/A	N/A	66.67%
	Disagree	15.00%	20.00%	18.00%	N/A	N/A	33.33%	N/A	N/A	15.00%	N/A	N/A	6.70%
	Undecided	30.00%	10.00%	18.00%	N/A	N/A	20.00%	N/A	N/A	25.00%	N/A	N/A	6.67%
Understanding of Organizational & Departmental Goals	Agree	60.00%	70.00%	66.00%	N/A	N/A	73.33%	N/A	N/A	60.00%	N/A	N/A	66.67%
	Disagree	15.00%	23.33%	20.00%	N/A	N/A	26.67%	N/A	N/A	15.00%	N/A	N/A	20.00%
	Undecided	25.00%	6.67%	14.00%	N/A	N/A	0.00%	N/A	N/A	25.00%	N/A	N/A	13.33%
Productivity & Customer Service	Agree	70.00%	80.00%	64.00%	N/A	N/A	73.33%	N/A	N/A	60.00%	N/A	N/A	60.00%
	Disagree	25.00%	26.67%	28.00%	N/A	N/A	20.00%	N/A	N/A	25.00%	N/A	N/A	33.33%
	Undecided	5.00%	13.33%	10.00%	N/A	N/A	6.67%	N/A	N/A	15.00%	N/A	N/A	6.67%
Quality Emphasis	Agree	75.00%	63.33%	68.00%	N/A	N/A	80.00%	N/A	N/A	75.00%	N/A	N/A	46.67%
	Disagree	10.00%	26.67%	20.00%	N/A	N/A	6.67%	N/A	N/A	25.00%	N/A	N/A	26.67%
	Undecided	15.00%	10.00%	12.00%	N/A	N/A	13.33%	N/A	N/A	0.00%	N/A	N/A	26.67%
Receptivity to Change	Agree	65.00%	40.00%	50.00%	N/A	N/A	53.33%	N/A	N/A	35.00%	N/A	N/A	66.67%
	Disagree	25.00%	43.33%	36.00%	N/A	N/A	33.33%	N/A	N/A	50.00%	N/A	N/A	20.00%
	Undecided	10.00%	16.67%	14.00%	N/A	N/A	13.33%	N/A	N/A	15.00%	N/A	N/A	13.33%
Work Group Coordination & Cooperation	Agree	40.00%	33.33%	36.00%	N/A	N/A	33.33%	N/A	N/A	45.00%	N/A	N/A	26.67%
	Disagree	45.00%	80.00%	54.00%	N/A	N/A	53.33%	N/A	N/A	50.00%	N/A	N/A	60.00%
	Undecided	15.00%	6.67%	10.00%	N/A	N/A	13.33%	N/A	N/A	5.00%	N/A	N/A	13.33%
Work Group Problem Solving	Agree	45.00%	43.33%	44.00%	N/A	N/A	33.33%	N/A	N/A	45.00%	N/A	N/A	53.33%
	Disagree	35.00%	50.00%	44.00%	N/A	N/A	53.33%	N/A	N/A	45.00%	N/A	N/A	33.33%
	Undecided	20.00%	6.67%	12.00%	N/A	N/A	13.33%	N/A	N/A	10.00%	N/A	N/A	13.33%
Working Conditions	Agree	45.00%	46.67%	46.00%	N/A	N/A	26.67%	N/A	N/A	50.00%	N/A	N/A	60.00%
	Disagree	35.00%	43.33%	40.00%	N/A	N/A	46.67%	N/A	N/A	45.00%	N/A	N/A	26.67%
	Undecided	20.00%	10.00%	14.00%	N/A	N/A	26.67%	N/A	N/A	5.00%	N/A	N/A	13.33%
TOTAL	Agree	55.83%	51.11%	53.00%	N/A	N/A	51.11%	N/A	N/A	51.67%	N/A	N/A	56.67%
	Disagree	25.42%	36.39%	32.00%	N/A	N/A	33.89%	N/A	N/A	33.33%	N/A	N/A	28.34%
	Undecided	18.75%	12.50%	15.00%	N/A	N/A	15.00%	N/A	N/A	15.00%	N/A	N/A	15.00%
		100%	100%	100%			100%			100%			100%

**NOTES & COMMENTS**

- 1.) Agree is taken as a positive response and Disagree as a negative
- 2.) Scores bolded if Agree <50% and Disagree >40%
- 3.) Scores italicized if Agree >60% and Disagree <30%

# Exhibit 2

## THE MERCER GROUP Local Government Strategic Planning Model

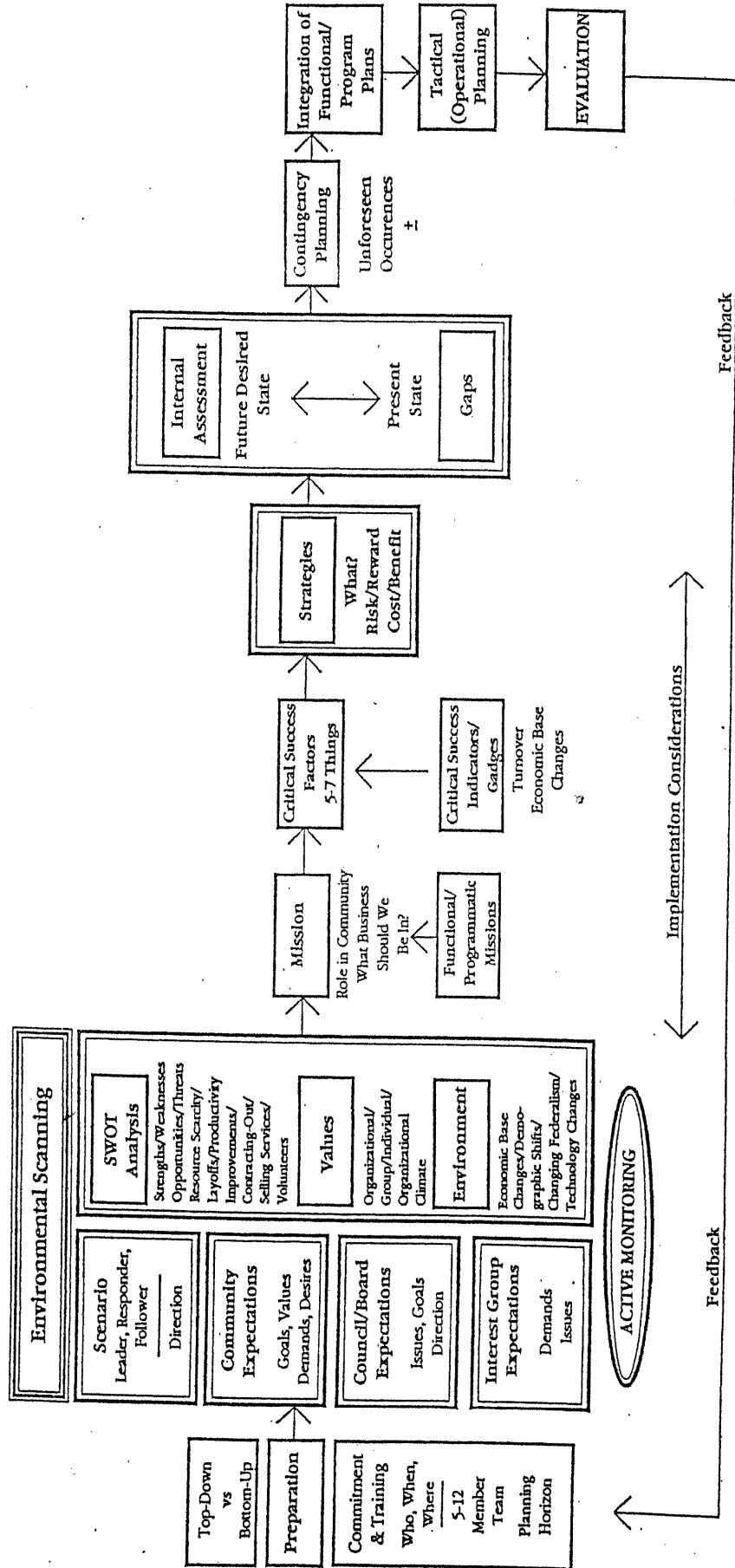




Exhibit 3a

# DPW Organization

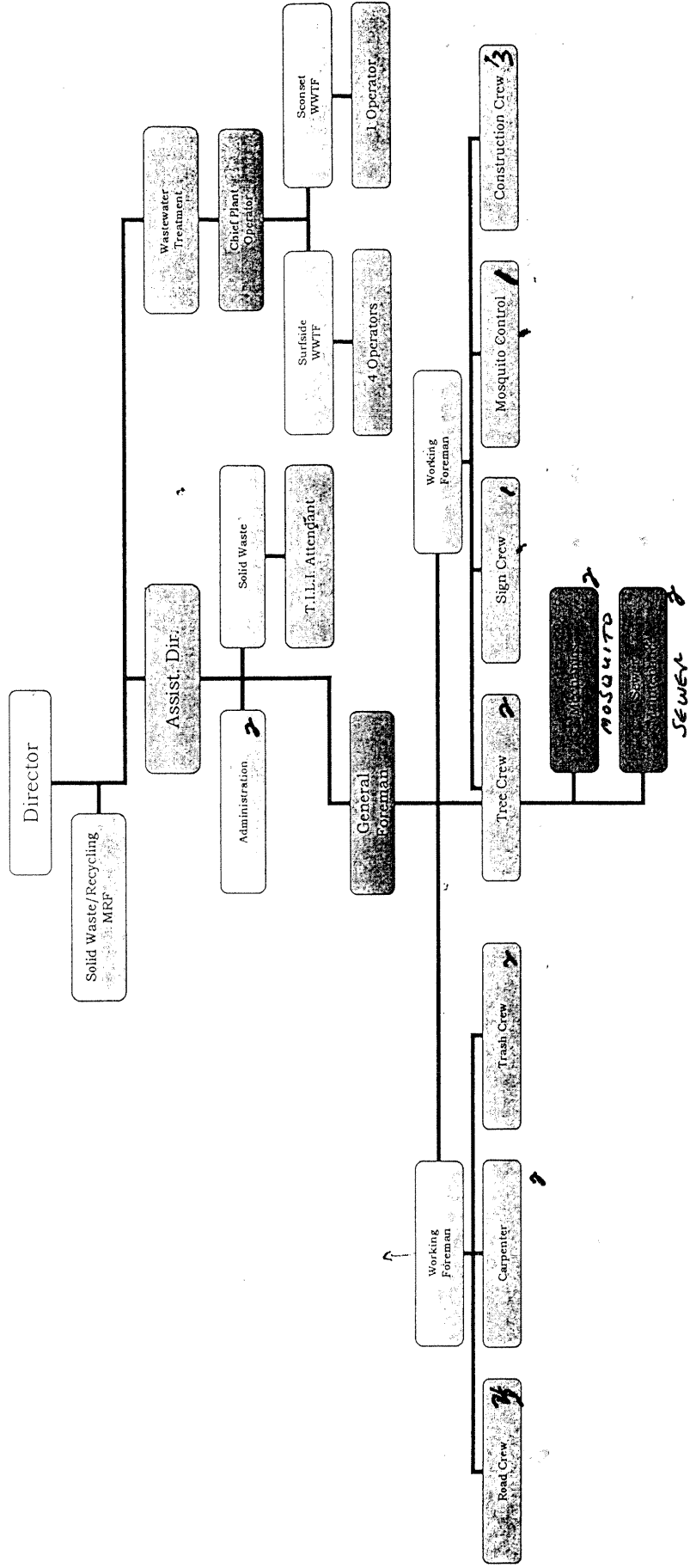
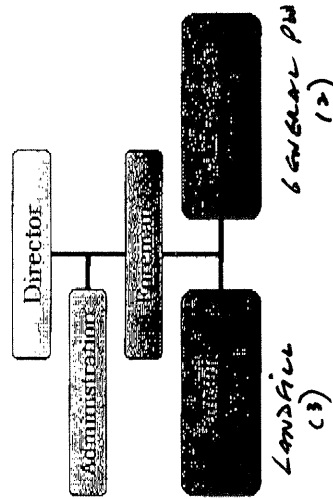
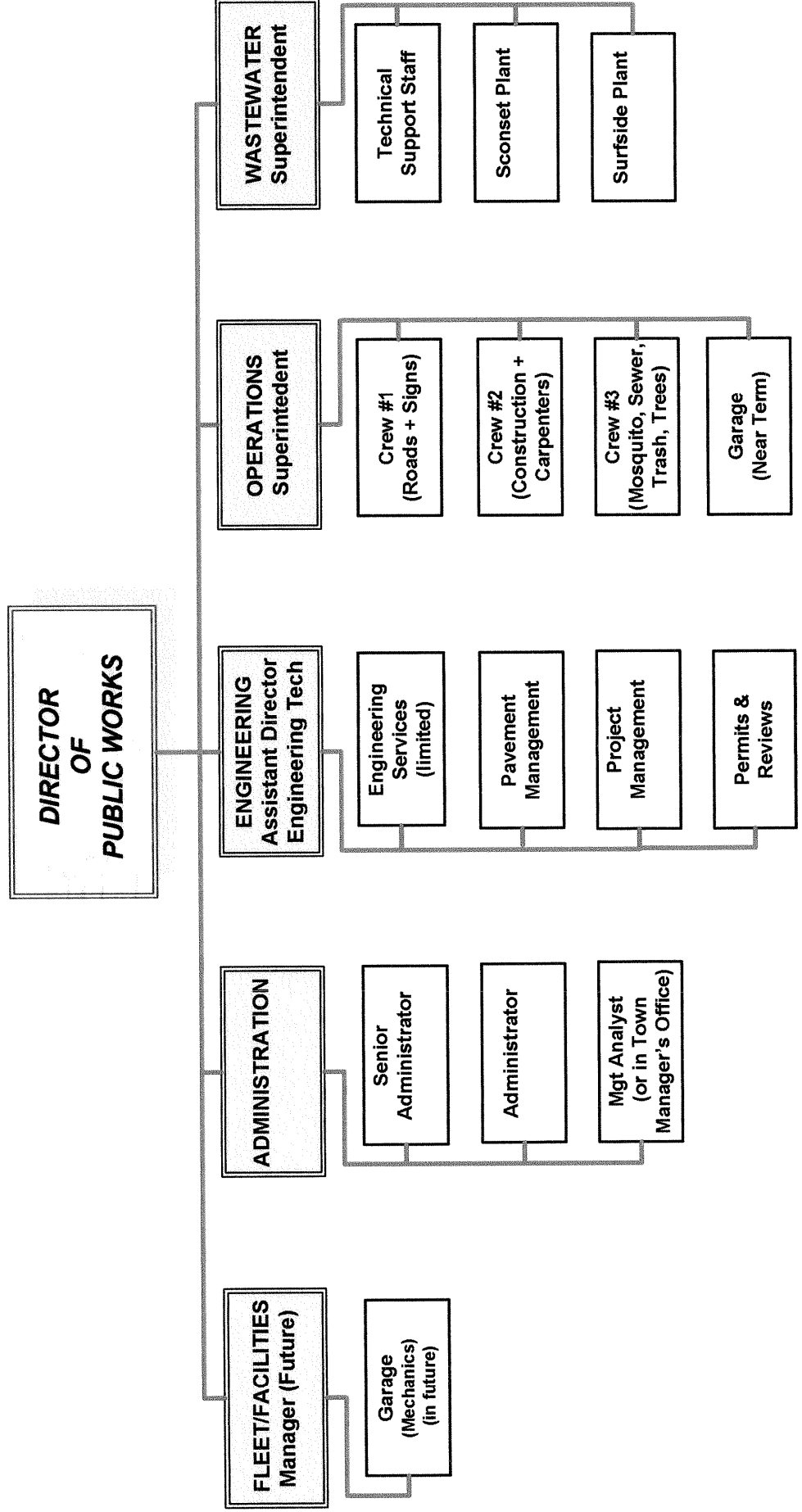


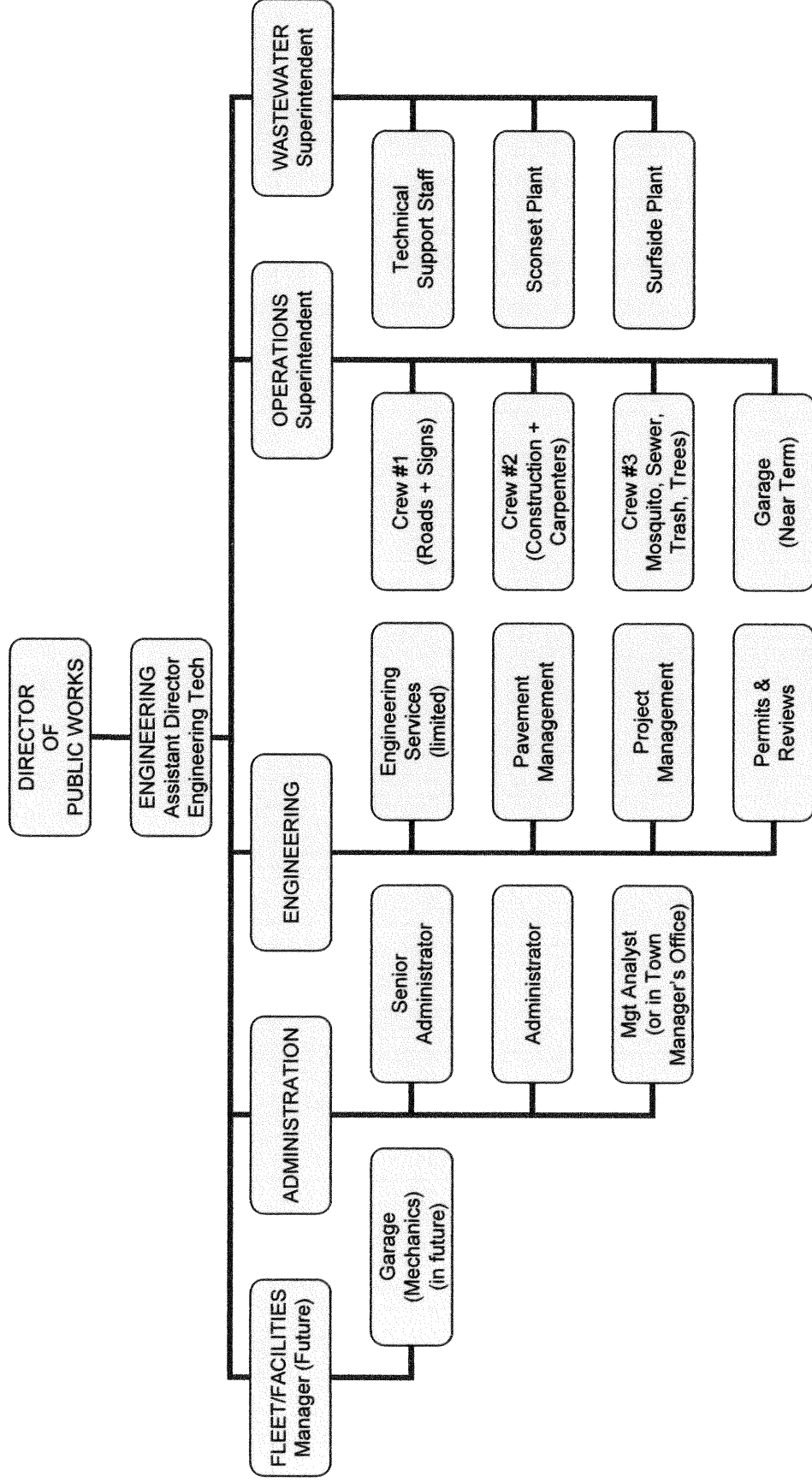
Exhibit 36  
**DPW Organization**  
**1989**



**Exhibit 3c**  
**NANTUCKET DPW**  
**Conceptual Organization Plan**  
*(Mercer Version)*



**Exhibit 3c**  
**NANTUCKET DPW**  
*Conceptual Organization Plan*  
*(DPW Director's Version)*



**Exhibit 4a**

***VEHICLE INVENTORY (6/22/2006)***

**Town of Nantucket**  
**Fixed Assets Inventory**

Ref	Department	Description	Description	Description	ID Number	Original Cost	Useful Life	Service Year	Full Yrs thru 2005
<b>GOVERNMENTAL ACTIVITIES</b>									
<b>GENERAL GOVERNMENT</b>									
85	SELECTMEN	FORD	TAURUS	SEDAN	1FAFP52U1WA116965	\$ 19,804	5	1998	7
111	BLDG DEPT	FORD	RANGER	PICKUP	1FTYR11E61TA78646	\$ 17,878	5	2001	4
133	BLDG DEPT	FORD	RANGER	PICKUP	1FTZR11U33TA05717	\$ 20,000	5	2003	2
148	BLDG DEPT	FORD	RANGER	PICKUP	1FTZR11U94TA00894	\$ 17,371	5	2004	1
149	BLDG DEPT	FORD	RANGER	PICKUP	1FTZR11U04TA00895	\$ 17,371	5	2004	1
45	CONSERVATION	FORD	EXPLORER	WAGON	1FMDU34X1PUB22041	\$ 22,533	5	1993	12
129	EMERGENCY MAN.	CARGO	UTILITY	TRAILER	1UK00E2321040839	\$ 60,000	5	2002	3
27	FINANCE/ASSESSOR	FORD	F150	PICKUP	1FTEF15Y3LNA98456	\$ 12,000	5	1990	15
113	FINANCE/ASSESSOR	FORD	RANGER	PICKUP	1FTCR11X8PTA89748	\$ 13,359	5	1993	12
189	FINANCE/ASSESSORS	FORD	RANGER	PICKUP	1FTZR45E82TA67679	\$ 24,545	5	2002	3
202	FINANCE/ASSESSORS	FORD	RANGER	PICKUP	1FTZR45EX3TA40646	\$ 17,000	5	2003	2
<b>TOTAL GENERAL GOVERNMENT</b>						\$ 241,861			

**Town of Nantucket**  
**Fixed Assets Inventory**

Ref	Department	Description	Description	Description	ID Number	Original Cost	Useful Life	Service Year	Full Yrs thru 2005
<b>PUBLIC SAFETY</b>									
201	MARINE	FORD	F350	PICKUP	2FTHF36H1MCA54907	\$ 10,000	5	1991	14
33	MARINE	FORD	RANGER	PICKUP	1FTCR11U8VTA09433	\$ 17,750	5	1997	8
112	MARINE	FORD	RANGER	PICKUP	1FTYR11E41TA78645	\$ 17,878	5	2001	4
143	MARINE	FORD	F250	PICKUP	2FTNF21L93MB20454	\$ 19,978	5	2003	2
156	MARINE	FORD	F150	PICKUP	2FTRF18W94CA32061	\$ 18,827	5	2004	1
218	FIRE	WELLS CARGO	UTILITY	TRAILER	1WC200J2668009866	\$ 13,280	5	2006	(1)
126	FIRE DEPT	DODGE	BRUSHBRKR		E33BB15371869	\$ 85,000	5	1971	34
18	FIRE DEPT	GMC	LINE	TRUCK	1GDM7D1BXGV542090	\$ 80,000	10	1986	19
16	FIRE DEPT	SPARTAN	LADDER	TRUCK	1S9CT6B03HC185215	\$ 425,000	10	1987	18
14	FIRE DEPT	FORD	F800		1FDYK84A1JVA47293	\$ 89,960	10	1988	17
17	FIRE DEPT	GMC		TANKER	1GDM7D1G6JV521272	\$ 63,000	10	1988	17
19	FIRE DEPT	GMC		TANKER	1GDP7D1G5KV516286	\$ 67,500	10	1989	16
13	FIRE DEPT	EMERGENCY	FIRE	TRUCK	4ENRAA89N1001096	\$ 174,930	10	1992	13
41	FIRE DEPT	LARC		TRUCK	LARCV864	\$ 38,000	5	1994	11
55	FIRE DEPT	FORD	AMBULANCE		1FDKE30M4RHA73462	\$ 82,723	10	1994	11
66	FIRE DEPT	EMERGENCY	FIRE	TRUCK	4ENRAA80T1005867	\$ 199,640	5	1996	9
97	FIRE DEPT	KAWASAKI		M/C	JKAKZCP23V3515166	\$ 8,000	5	1997	8
90	FIRE DEPT	GMC	JIMMY	UTILITY	1GKDT13W9W2570448	\$ 28,591	5	1998	7
93	FIRE DEPT	CHEV	TAHOE	UTILITY	1GNEK13R6XR123377	\$ 35,406	5	1999	6
107	FIRE DEPT	FORD	AMBULANCE		1FDXE45F8YHB5059	\$ 100,775	5	2000	5
125	FIRE DEPT	FORD	E450	AMBUL	1FDXE45F81HB24245	\$ 116,245	5	2001	4
15	FIRE DEPT	FREIGHTLINER		TRUCK	1FVDBWBV72HH85572	\$ 229,650	10	2002	3
158	FIRE DEPT	CHEVROLET	TAHOE	UTILITY	1GNEK13VX4J207354	\$ 47,522	5	2004	1
165	FIRE DEPT	FREIGHTLINER	RESCUE	TRUCK	1FVABXC554HM57595	\$ 223,584	15	2004	1
170	FIRE DEPT	CHEVROLET	SILVARADO	PICKUP	1GCHK29U85E213805	\$ 41,121	5	2005	-
192	FIRE DEPT	CHEVROLET	SILVARADO	PICKUP	1GCH29U45E319247	\$ 41,000	5	2005	-
211	FIRE DEPT	HME	1871-P2	FIRE TRUCK	44KFT428X5WZ20647	\$ 731,900	15	2006	(1)
210	FIRE DEPT	WELLS CARGO	UTILITY	TRAILER	1WC200J2368009291	\$ 12,751	5	2006	(1)
214	FIRE DEPT	WELLS CARGO	UTILITY	TRAILER	1WC200J2568009650	\$ 8,419	5	2006	(1)
109	CIVIL DEFENSE	FORD	CUT VAN		1FDKE30L0GHC14760	\$ 10,300	5	1986	19
208	POLICE	FORD	WINDSTAR	VAN	2FMDA5145SBC32314	\$ 13,000	5	1995	10
86	POLICE	FORD	CROWN VIC	SEDAN	2FAFP71W1WX120701	\$ 24,500	5	1998	7
200	POLICE	FORD	EXPLORER	UTILITY	1FMZU34E8WUA08332	\$ 15,000	5	1998	7
92	POLICE	FORD	CROWN VIC	SEDAN	2FAFP71W4XX116143	\$ 24,500	5	1999	6
114	POLICE	FORD	CROWN VIC	SEDAN	2FAFP74W81X171777	\$ 34,000	5	2001	4
115	POLICE	FORD	F250	PICKUP	1FTNX21L31EC59785	\$ 35,520	5	2001	4
119	POLICE	FORD	EXPEDITION		1FMPU16L51LB31303	\$ 27,740	5	2001	4
127	POLICE	FORD	CROWN VIC	SEDAN	2FAFP74W01X135467	\$ 28,810	5	2001	4
101	POLICE	FORD	CROWN VIC	SEDAN	2FAFP71W03X135458	\$ 29,805	5	2003	2
147	POLICE	FORD	F250	PICKUP	1FDNF21L33ED27598	\$ 53,464	5	2003	2
151	POLICE	FORD	CROWN VIC	SEDAN	2FAFP71W84X107845	\$ 25,310	5	2004	1
157	POLICE	FORD	EXPEDITION	UTILITY	1FMPU16L54LA68742	\$ 26,368	5	2004	1
176	POLICE	FORD	EXPEDITION	UTILITY	1FMPU16L74LB54120	\$ 31,475	5	2004	1
177	POLICE	FORD	F250	TRUCK	1FTNF21L24ED63515	\$ 35,503	5	2004	1
178	POLICE	FORD	CROWN VIC	SEDAN	2FAFP71W84X130512	\$ 24,470	5	2004	1
	POLICE	BETTENCOURT'S HONDA-SUZUKI	ATVS			\$ 9,296	5	2004	1
172	POLICE	FORD	CROWN VIC	SEDAN	2FAFP71W65X118764	\$ 26,295	5	2005	-
181	POLICE	FORD	CROWN VIC	SEDAN	2FAFP71W45X118763	\$ 26,000	5	2005	-
182	POLICE	FORD	EXPEDITION	UTILITY	1FMPU16505LA78209	\$ 32,653	5	2005	-
	POLICE	BETTENCOURT'S HONDA-SUZUKI	ATV-BEACH PATROL			\$ 6,550	5	2005	-
203	POLICE	FORD	EXPEDITION	UTILITY	1FMPU16536LA32665	\$ 27,800	5	2006	(1)
204	POLICE	HD		M/C	1HD1FHW156Y642224	\$ 14,100	5	2006	(1)
215	POLICE	FORD	CROWN VIC	SEDAN	2FAFP71W76X122131	\$ 26,000	5	2006	(1)
216	POLICE	FORD	CROWN VIC	SEDAN	2FAFP71W76X122132	\$ 26,000	5	2006	(1)
	POLICE	BETTENCOURT'S HONDA-SUZUKI	6 ATVS FOR BEACH PATROL			\$ 29,250	5	2006	(1)
137	SHELLFISH/MARINE	FORD	RANGER	PICKUP	1FTYR11R11VXYTA45644	\$ 14,000	5	2000	5
<b>TOTAL PUBLIC SAFETY</b>						\$ 3,703,939			

**Town of Nantucket**  
**Fixed Assets Inventory**

Ref	Department	Description	Description	Description	ID Number	Original Cost	Useful Life	Service Year	Full Yrs thru 2005
<b>EDUCATION</b>									
68	SCHOOL	FORD	E350	DUMP	1FDJF37H9HKB18852	\$ 14,000	5	1987	18
49	SCHOOL	FORD	E250	VAN	1FTFE242VHA03422	\$ 29,160	5	1997	8
104	SCHOOL	FORD	F350	TRUCK	1FDWFF36S0YEC50822	\$ 27,997	5	2000	5
173	SCHOOL	FORD	F350	RACK	1FDWFF36Y95EA93324	\$ 22,887	5	2005	-
185	SCHOOL	BOBCAT	5600		424811112	\$ 36,075	5	2005	-
205	SCHOOL	FORD	500	SEDAN	1FAFP261X8G149555	\$ 25,675	5	2006	(1)
<b>TOTAL EDUCATION</b>						\$ 155,794			



**Town of Nantucket**  
**Fixed Assets Inventory**

Ref	Department	Description	Description	Description	ID Number	Original Cost	Useful Life	Service Year	Full Yrs thru 2005
<b>PUBLIC WORKS</b>									
2	PUBLIC WORKS	PAVEMASTER		TRAILER	780609	\$ 7,500	5	1979	26
9	PUBLIC WORKS	MACK		DUMP	R487P2415	\$ 43,000	10	1979	26
3	PUBLIC WORKS	CHEVROLET		PICKUP	2GCFC24D6D1128182	\$ 8,000	5	1983	22
10	PUBLIC WORKS	LINDSAY	UTILITY	TRAILER	27386	\$ 5,000	5	1984	21
4	PUBLIC WORKS	FORD	STAKE	TRUCK	1FDJF37L2FPB58825	\$ 10,000	5	1985	20
7	PUBLIC WORKS	CHEVROLET		DUMP	1GBL7D1BXDV206684	\$ 40,000	10	1985	20
56	PUBLIC WORKS	CHEVROLET	BLAZER		1G8ED18J6FF142494	\$ 12,000	5	1985	20
5	PUBLIC WORKS	FORD	F150	PICKUP	2FTEF14N6GCA27982	\$ 8,000	5	1986	19
8	PUBLIC WORKS	FMC		SWEEPER	1F9VM3H14GP041051	\$ 72,000	10	1986	19
6	PUBLIC WORKS	FORD	F150	PICKUP	2FTEF14Y9HCA48143	\$ 11,765	5	1987	18
35	PUBLIC WORKS	GMC	2500	PICKUP	1GTGK24K5ME516427	\$ 15,119	5	1991	14
36	PUBLIC WORKS	FORD	L800	DUMP	1FDYY82A8MVA05757	\$ 50,000	10	1991	14
52	PUBLIC WORKS	FORD		TRACTOR	BC86216	\$ 39,995	5	1991	14
43	PUBLIC WORKS	SWEEPSTER		SWEEPER	924621	\$ 12,000	5	1992	13
24	PUBLIC WORKS	FORD	CHASSIS	CAB	2FDKF37H7PCB33003	\$ 29,552	5	1993	12
42	PUBLIC WORKS	INT'L	49004X	TRUCK	1HTSDPR1PM471163	\$ 114,995	10	1993	12
44	PUBLIC WORKS	FORD	F350	DUMP	2FDJF37H5PCA24714	\$ 17,867	5	1993	12
51	PUBLIC WORKS	FORD		TRACTOR	BD38843	\$ 24,537	5	1993	12
25	PUBLIC WORKS	FORD	CROWN VIC	SEDAN	2FALP71W5RX138707	\$ 17,849	5	1994	11
54	PUBLIC WORKS	CHEVROLET	CHASSIS	CAB	1GBJC34K4RE181973	\$ 17,656	5	1994	11
1	PUBLIC WORKS	PERFRMNCE	CHIPPER	TRAILER	002727	\$ 9,900	10	1995	10
58	PUBLIC WORKS	INTERNTNL	4700	DUMP	1HTSCAAN1SH674361	\$ 59,521	5	1995	10
59	PUBLIC WORKS	INTERNTNL	4700	DUMP	1HTSCAAN1SH674360	\$ 59,521	5	1995	10
61	PUBLIC WORKS	NAVISTAR	TYNCO	SWEEPER	1HTSCABNXSH634177	\$ 93,000	10	1995	10
62	PUBLIC WORKS	FORD	F250	PICKUP	2FTHF26H77CA07650	\$ 20,040	5	1996	9
63	PUBLIC WORKS	FORD	F268	PICKUP	2FTHF26H07CA07649	\$ 20,040	5	1996	9
70	PUBLIC WORKS	SAMSUNG		LOADER	LB0222	\$ 110,665	10	1996	9
73	PUBLIC WORKS	FORD	F150	PICKUP	1FTDF18W1VNB75804	\$ 18,380	5	1997	8
75	PUBLIC WORKS	FORD	F250	PICKUP	1FTHF26H9VEB32730	\$ 22,054	5	1997	8
76	PUBLIC WORKS	FORD	F800	CHASSIS	1FDXF80E8VVA42316	\$ 97,901	5	1997	8
82	PUBLIC WORKS	FORD	F250	PICKUP	3FTHF26H9VMA50751	\$ 23,350	5	1997	8
83	PUBLIC WORKS	FORD	F350	PICKUP	3FEKF37H1VMA50034	\$ 32,150	5	1997	8
89	PUBLIC WORKS	FORD	RANGER	PICKUP	1FTYR11U1WTA82733	\$ 18,440	5	1998	7
96	PUBLIC WORKS	INT'L	DUMP	TRUCK	1HTGHAAT2XH241529	\$ 106,461	10	1999	6
100	PUBLIC WORKS	ISUZU	PACKER	TRUCK	JALE5B143X7902162	\$ 58,895	5	1999	6
102	PUBLIC WORKS	FORD	F250	TRUCK	1FTNF21L8YEB46721	\$ 25,429	5	2000	5
103	PUBLIC WORKS	FORD	F450	TRUCK	1FDXF46S6YEA85255	\$ 57,900	5	2000	5
116	PUBLIC WORKS	FORD	F250	CREW CAB	1FTNW20L21ED10388	\$ 23,813	5	2001	4
134	PUBLIC WORKS	VOLVO		GRADER	G86201022	\$ 99,126	10	2001	4
136	PUBLIC WORKS	KASH-INFARED	PRO HEAT 2000	TRAILER	1K9AK17222C172079	\$ 40,621	5	2002	3
154	PUBLIC WORKS	FORD	F350	PICKUP	1FDWF37S64EA66932	\$ 37,853	5	2004	1
155	PUBLIC WORKS	FORD	F350	PICKUP	1FDWF37S44EA66931	\$ 37,853	5	2004	1
167	PUBLIC WORKS	FREIGHTLINER		TRUCK	1FVMBGAS64HM71554	\$ 150,000	10	2004	1
169	PUBLIC WORKS	BOBCAT	SKID	LOADER	525019209	\$ 17,500	5	2005	-
188	PUBLIC WORKS	ELGIN	PELICAN	SWEEPER	S9297D	\$ 121,657	10	2005	-
190	PUBLIC WORKS	ELGIN	PELICAN	SWEEPER	S9298D	\$ 121,657	10	2005	-
197	PUBLIC WORKS	KUBOTA	TRACTOR	EXCAVATOR	21085	\$ 59,209	5	2005	-
193	PUBLIC WORKS	FORD	F250	PICKUP	1FTNF21546EA98309	\$ 24,995	5	2006	(1)
194	PUBLIC WORKS	FORD	F250	PICKUP	1FTNF21526EA98308	\$ 24,995	5	2006	(1)
207	PUBLIC WORKS	ANDERSON	TAG ALONG	TRAILER	4YNBN25266C039417	\$ 7,660	5	2006	(1)
212	PUBLIC WORKS	JOHN DEERE	5225	TRACTOR	LV5525H258095	\$ 51,042	5	2006	(1)
<b>TOTAL PUBLIC WORKS</b>						\$ 2,002,963			

**Town of Nantucket**  
**Fixed Assets Inventory**

Ref	Department	Description	Description	Description	ID Number	Original Cost	Useful Life	Service Year	Full Yrs thru 2005
<b>HEALTH AND HUMAN SERVICES</b>									
64	HEALTH DEPT	FORD	RANGER	PICKUP	1FTCR11U6TTA11114	\$ 17,200	5	1996	9
98	HEALTH DEPT	DODGE	DAKOTA	PICKUP	1B7GG26X6YS554122	\$ 16,686	5	2000	5
<b>TOTAL HEALTH AND HUMAN SERVICES</b>						\$ 33,886			
<b>CULTURE AND RECREATION</b>									
34	OUR ISLAND HOME	CHEVROLET	FLEET	PICKUP	1GCCT14Z3M0154064	\$ 12,850	5	1991	14
39	OUR ISLAND HOME	FORD		VAN	1FTJE34H1MHB35583	\$ 18,000	5	1991	14
130	OUR ISLAND HOME	FORD	E354	BUS	1FDWE35L62HB59184	\$ 44,125	5	2002	3
195	PARK AND RECS	FORD	RANGER	PICKUP	1FTYR11U16PA13839	\$ 16,021	5	2006	(1)
196	PARK AND RECS	FORD	RANGER	PICKUP	1FTYR11UX6PA13838	\$ 16,021	5	2006	(1)
48	PARKS & REC DEPT	FORD	RANGER	PICKUP	1FTDR15X3PTA75075	\$ 14,426	5	1993	12
23	PARKS & REC DEPT	FORD	E250	VAN	1FTHE24H9RHB81551	\$ 23,478	5	1994	11
118	PARKS & REC DEPT	FORD	F250	PICKUP	2FTHF26H5RCA62042	\$ 18,996	5	1994	11
60	PARKS & REC DEPT	FORD	F150	PICKUP	1FTEF14N0SNB51541	\$ 17,585	5	1995	10
106	PARKS & REC DEPT	FORD	F350	RACK	1FDWF36S1YED76395	\$ 27,895	5	2000	5
<b>TOTAL CULTURE AND RECREATION</b>						\$ 209,397			
<b>TOTAL GOVERNMENTAL ACTIVITIES</b>						\$ 6,347,840			
<b>2006 ADDITIONS</b>						\$ 323,809			
<b>2005 TOTALS</b>						\$ 6,024,031			

**Town of Nantucket**  
**Fixed Assets Inventory**

Ref	Department	Description	Description	Description	ID Number	Original Cost	Useful Life	Service Year	Full Yrs thru 2005
<b>BUSINESS TYPE ACTIVITIES</b>									
186	SIAS. WASTE WATER	FORD	F250	PICKUP	1FTNF21525EC51980	\$ 25,909	5	2005	-
	<b>TOTAL SEWER</b>					\$ 25,909			
<b>COUNTY</b>									
21	SHERIFF	FORD	VAN	AMBUL.	1FDKE30MXKHB81221	\$ 50,000	5	1989	16
161	SHERIFF	FORD	ECONOLINE	VAN	1FTSE34L0YHB63907	\$ 22,000	5	2000	5
187	SHERIFF	CHRYSLER	TOWN/COUNT	VAN	2C4GP74L52R793263	\$ 18,000	5	2002	3
171	SHERIFF	CHEVROLET	TAHOE	UTILITY	1GNLK13Z75J191294	\$ 42,170	5	2005	-
184	SHERIFF	FORD	CROWN VIC	SEDAN	2FAFP71WX5X120078	\$ 24,443	5	2005	-
191	SHERIFF	CHEVROLET	TAHOE	UTILITY	1GNEK13Z95J242911	\$ 47,473	5	2005	-
108	SHERIFF DEPT	CHEV	630	VAN	1GCHG35RXY1182979	\$ 27,981	5	2000	5
	<b>TOTAL COUNTY</b>					\$ 232,067			

**Town of Nantucket**  
**Fixed Assets Inventory**

Ref	Department	Description	Description	Description	ID Number	Original Cost	Useful Life	Service Year	Full Yrs thru 2005
<b>&lt; \$5,000</b>									
11	PUBLIC WORKS	SNOW	UTILITY	TRAILER	41ZTUG0S1KA001375	\$ 1,000		1989	16
22	FIRE DEPT	SHORELINE	BOAT	TRAILER	...TBD	\$ 1,500		1974	31
38	PUBLIC WORKS	MGS	G5	TRAILER	16MG10912JD014914	\$ 3,500		1988	17
47	PARKS & REC DEPT	HEAVY	HAULER	TRAILER	1B9UF0815PC301165	\$ 1,000		1993	12
50	PUBLIC WORKS	HOMEMADE		TRAILER	...TBD	\$ 1,000		1993	12
57	FIRE DEPT	HOMEMADE		TRAILER	46001236	\$ 2,000		1994	11
64	SHELLFISH/MARINE	KARAVAN	BOAT	TRAILER	186RLE2UBVF010992	\$ 4,340		1997	8
65	PARKS & REC DEPT	INTERNTNL		TRAILER	1ZFUF1620SB004046	\$ 1,200		1995	10
69	WATER COMPANY	NUWAY		TRAILER	415KD0814TH688872	\$ 2,000		1996	9
77	LAND BANK	LOAD RITE		TRAILER	4L2KY4L16V2000178	\$ 1,707		1997	8
79	SHELLFISH/MARINE	KARAVAN	BOAT	TRAILER	186B0C152VF014867	\$ 995		1997	8
128	PARKS & REC DEPT	HI STRIKET	DUNK	TRAILER	72301	\$ 3,195		2001	4
131	POLICE	HAULMARK		TRAILER	16HGB2222TP009353	\$ 3,000		1996	9
132	POLICE	HAULMARK		TRAILER	16HGB202XXP016706	\$ 3,000		1996	9
144	FIRE DEPT	KARAVAN		TRAILER	5KTWS17174F131075	\$ 825		2004	1
12	PUBLIC WORKS	EAGER BEAVE		TRAILER	112TXT209GA200034		5	1986	19
<b>OUT OF SCOPE</b>									
31	AIRPORT	JOHN DEERE		GRADER	DW772BH2201	\$ 99,999	10	1988	17
32	AIRPORT	JOHN DEERE		LOADER	DW644EB518874	\$ 80,000	10	1988	17
29	AIRPORT	OSKOSH	FIRE	TRUCK	10T9L5BHK1037629	\$ 99,999	10	1989	16
46	AIRPORT	FORD	BRONCO	WAGON	1FMEU15H2PLA56802	\$ 20,084	5	1993	12
53	AIRPORT	FORD		DUMP	1FDYK82E0RVA27067	\$ 64,394	10	1994	11
30	AIRPORT	FORD	F-250	TRUCK	2FTHF26H7SCA43286	\$ 28,319	5	1995	10
67	AIRPORT	FORD	E350	WAGON	1FBJS31H1SHB88797	\$ 22,674	5	1995	10
91	AIRPORT	FORD	F250	PICKUP	1FTNF21F4XEB69678	\$ 38,046	5	1999	6
94	AIRPORT	NEW HOLLID	SKID	LOADER	101723	\$ 39,648	5	1999	6
95	AIRPORT	FORD	EXPEDITION	UTILITY	1FMPU18L1XLB67236	\$ 33,490	5	1999	6
110	AIRPORT	EAG BEAVER	FLATBED	TRAILER	112HTN3041L055959	\$ 10,630	5	2001	4
117	AIRPORT	FORD	E350	BUS	1FDWE35S91HA91209	\$ 49,881	5	2001	4
139	AIRPORT	FORD	E350	VAN BUS	1FDWE35S92HA40486	\$ 49,881	5	2002	3
142	AIRPORT	OSHKOSH		FIRE TRK	10TBK8Z1025072137	\$ 528,671	15	2002	3
166	AIRPORT	LOAD RITE		TRAILER	5A4KRAL1X22050148		5	2002	3
138	AIRPORT	JOHN DEERE		LOADER	DW724JX586227	\$ 189,920	10	2003	2
146	AIRPORT	AM GENERAL	HUMMER	FIRE	137FA553X3E202023	\$ 196,581	15	2003	2
150	AIRPORT	FORD	EXPEDITION	UTILITY	1FMPU16L04LA05967	\$ 31,585	5	2004	1
159	AIRPORT	STERLING		DUMP	2FZAAWAK24AM87574	\$ 92,528	10	2004	1
175	AIRPORT	FORD	F550	TRUCK	1FDAF57P74ED45033	\$ 45,458	5	2004	1
183	AIRPORT	FORD	F350	PICKUP	1FDWF31P65E883489	\$ 38,039	5	2005	-
198	AIRPORT	FORD	RANGER	PICKUP	1FTYR15E56PA10929	\$ 22,989	5	2006	(1)
217	AIRPORT	FREIGHTLINER	FC80	SWEEPER	1FVAB6BV56DDW22321	\$ 168,875	10	2006	(1)
28	WATER COMPANY	FORD	F350	TRUCK	2FDKF37H9JCB47444	\$ 23,000	5	1988	b
26	WATER COMPANY	FORD	RANGER	PICKUP	1FTCR10T5LUB35667	\$ 10,000	5	1990	15
88	WATER COMPANY	LEROL	COMPRESS	TRAILER	3273X14	\$ 9,000	5	1994	11
71	WATER COMPANY	HOMEMADE		TRAILER	...TBD	\$ 9,138	5	1996	9
72	WATER COMPANY	EH WACHS		TRAILER	96613	\$ 9,750	5	1996	9
84	WATER COMPANY	FORD	F150	PICKUP	1FTZX1728WNA91014	\$ 18,753	5	1998	7
87	WATER COMPANY	FORD	RANGER	PICKUP	1FTYR14U3WTA69509	\$ 17,218	5	1998	7
120	WATER COMPANY	FORD	F150	PICKUP	1FTRW08L01KF58036	\$ 28,950	5	2001	4
162	WATER COMPANY	FORD	RANGER	PICKUP	1FTZR45E74TA17231	\$ 24,900	5	2004	1
163	WATER COMPANY	FORD	RF150	PICKUP	2FTRX17244CA60829	\$ 24,900	5	2004	1
209	WATER	GMC	SIERRA	PICKUP	1GTEK19V53E376771	\$ 24,500	5	2003	2
174	WATER	FORD	RANGER	EXCAB	1FTZR45E94PB20952	\$ 30,644	5	2004	1
180	WATER	FORD	F250	VAN	1FTNE24L54HA99476	\$ 35,098	5	2004	1

**Town of Nantucket**  
**Fixed Assets Inventory**

Ref	Department	Description	Description	Description	ID Number	Original Cost	Useful Life	Service Year	Full Yrs thru 2005
<b>NOT OWNED BY NANTUCKET</b>									
135	NRTA	GMC	3500	CABCHS	1GDGR34TXHS5206502	\$ 13,000	5	1987	18
123	NRTA	FORD	RANGER	PICKUP	1FTYR10C6YTA91813	\$ 12,000	5	2000	5
124	NRTA	FORD	RANGER	PICKUP	1FTDR15X5VPA49471	\$ 17,000	5	2000	5
121	NRTA	FORD	F350	VAN	1FTSS34L51HB70933	\$ 37,728	5	2001	4
122	NRTA	FORD	F350	VAN	1FTSS34L51HB70932	\$ 37,728	5	2001	4
141	NRTA	FORD	ECONOLINE	VAN	1FTSS34L13HA37265	\$ 39,376	5	2003	2
160	NRTA	FORD		VAN	1FTSS34L73HB97957	\$ 40,195	5	2003	2
78	LAND BANK	JOHN DEERE	2755	TRACTOR	CD4239T920441	\$ 60,000	5	1983	22
99	LAND BANK	CASE	MAXXUM	TRACTOR	JJF1034294	\$ 30,000	5	1994	11
80	LAND BANK	VERMEER	BRSH-CUT	TRAILER	2VRD10152W1002360	\$ 12,377	5	1997	8
81	LAND BANK	FORD	F350	TRUCK	1FDKF3867VEC42266	\$ 25,496	5	1997	8
105	LAND BANK	FORD	F150	PICKUP	1FTRF18W0YWC10990	\$ 21,669	5	2000	5
140	LAND BANK	FORD	E150	PICKUP	1FTRF18W93NB32430	\$ 18,712	5	2003	2
145	LAND BANK	FORD	F150	PICKUP	1FTRF18223NB01422	\$ 19,911	5	2003	2
199	LAND BANK	FORD	F350	PICKUP	1FTWF315X6EB58233	\$ 23,633	5	2006	(1)
206	LAND BANK	TOWMASTER	T-14DD	TRAILER	4KNUT20276L160588	\$ 7,000	5	2006	(1)
213	LAND BANK	ROADRUNNER		TRAILER	IR9PD24236L427038	\$ 19,000	5	2006	(1)
20	FIRE DEPT	GMC	SPARTAN	TANK	1S9AT6L0XJC185790	sold	10	1988	17

**Exhibit 4b**

***VEHICLE INVENTORY (3/21/2007)***

29	AIRPORT	1989	OSKOSH	FIRE	TRUCK	10T9L5BHK1037629	\$99,999	(RC)	79090	N/A	\$500
30	AIRPORT	1995	FORD	F-250	TRUCK	2FTHF26H7SCA43286	\$28,319		01499	\$500	\$500
31	AIRPORT	1988	JOHN DEERE		GRADER	DW772BH2201	\$99,999		79340	\$500	\$500
32	AIRPORT	1988	JOHN DEERE		LOADER	DW644EB518874	\$80,000		79340	\$500	\$500
44	AIRPORT	1993	FORD	BRONCO	WAGON	1FMEU15H2PLA56802	\$20,084		73980	\$500	\$500
51	AIRPORT	1994	FORD		DUMP	1FDYK82E0RVA27067	\$64,394		31479	\$500	\$500
89	AIRPORT	1999	FORD	F250	PICKUP	1FTNF21F4XEB69678	\$38,046		01499	\$500	\$500
92	AIRPORT	1999	NEW HOLLAND	SKID	LOADER	101723	\$39,648		79340	\$500	\$500
93	AIRPORT	1999	FORD	EXPEDITION	UTILITY	1FMPU18L1XLB67236	\$33,490		01499	\$500	\$500
108	AIRPORT	2001	EAG. BEAVER	FLATBED	TRAILER	112HTN3041L055959	\$10,630		68499	\$500	\$500
114	AIRPORT	2001	FORD	E350	BUS	1FDWE35S91HA91209	\$49,881		52820	\$500	\$500
135	AIRPORT	2003	JOHN DEERE		LOADER	DW724JX586227	\$189,920		79340	\$500	\$500
136	AIRPORT	2002	FORD	E350	VAN BUS	1FDWE35592HA40486	\$49,881		52820	\$500	\$500
139	AIRPORT	2002	OSHKOSH		FIRE TRK	10TBK8Z1025072137	\$528,671	RC	79090	N/A	N/A
143	AIRPORT	2003	AM GENERAL	HUMMER	FIRE	137FA553X3E202023	\$196,581	RC	79090	N/A	N/A
147	AIRPORT	2004	FORD	EXPEDITION	UTILITY	1FMPU16L04LA05967	\$31,585		01499	\$500	\$500
154	AIRPORT	2004	STERLING		DUMP	2FZAAWAK24AM87574	\$92,528		31479	\$500	\$500
160	AIRPORT	2002	LOAD RITE		TRAILER	5A4KRAL1X22050148			69499	N/A	N/A
168	AIRPORT	2004	FORD	F550	TRUCK	1FDAF57P74ED45033	\$45,458		21479	\$500	\$500
175	AIRPORT	2005	FORD	F350	PICKUP	1FDWF31P65E893489	\$38,039		21499	\$500	\$500
190	AIRPORT	2006	FORD	RANGER	PICKUP	1FTYR15E56PA10929	\$22,989		01499	\$500	\$500
	AIRPORT	2006	FREIGHTLINER	FC80	SWEEPER	1FVAB6BV56DDW22321	\$168,875		79340	\$500	\$500
	AIRPORT	2006	CARGO EXPRESS	ENCLOSED	TRAILER	4U01C14226A029793	\$4,725		68499	\$500	\$500
	AIRPORT	2007	FORD	EXPLORER	UTILITY	1FMEU73E17UA47417	\$30,119		01499	\$500	\$500
	AIRPORT	2008	FORD	F250	PICKUP	1FTSF21RX8EA16981	\$35,932		1499	\$500	\$500
109	BLDG DEPT	2001	FORD	RANGER	PICKUP	1FTYR11E61TA78646	\$17,878		01499	\$500	\$500
130	BLDG DEPT	2003	FORD	RANGER	PICKUP	1FTZR11U33TA05717	\$20,000		01499	\$500	\$500
145	BLDG DEPT	2004	FORD	RANGER	PICKUP	1FTZR11U94TA00894	\$17,371		01499	\$500	\$500
146	BLDG DEPT	2004	FORD	RANGER	PICKUP	1FTZR11U04TA00895	\$17,371		01499	\$500	\$500
107	CIVIL DEFENSE	1986	FORD	CUT VAN		1FDKE30L0GHC14760	\$10,300		79130	\$500	\$500
43	CONSERVATION	1993	FORD	EXPLORER	WAGON	1FMDU34X1PUB22041	\$22,533		73980	\$500	\$500
126	EMERGENCY MAN.	2002	CARGO	UTILITY	TRAILER	1UK00E2321040839	\$60,000		68499	\$500	\$500
27	FINANCE/ASSESSOR	1990	FORD	F150	PICKUP	1FTEF15Y3LNA98456	\$12,000		01499	\$500	\$500
181	FINANCE/ASSESSORS	2002	FORD	RANGER	PICKUP	1FTZR45E82TA67679	\$24,545		01499	\$500	\$500
195	FINANCE/ASSESSORS	2003	FORD	RANGER	PICKUP	1FTZR45EX3TA40646	\$17,000		01499	\$500	\$500

**TOWN AND COUNTY OF NANTUCKET - LIST OF VEHICLES BY VEHICLE # ON POLICY UP TO 03/21/07**

[illegible]



TOWN AND COUNTY OF NANTUCKET - LIST OF VEHICLES BY VEHICLE # ON POLICY UP TO 03/21/07

191	LAND BANK	2006	FORD		F350	PICKUP	1FTWF315X6EB58233	\$23,633	21499	\$500
204	LAND BANK	2006	TOWMASTER	T-14DD		TRAILER	4KNUT20276L160588	\$7,000	68499	\$500
205	LAND BANK	2006	ROADRUNNER			TRAILER	IR9PD24236L427038	\$19,000	68499	\$500
33	MARINE	1997	FORD		RANGER	PICKUP	1FTCR11U8VTA09433	\$17,750	01499	\$500
110	MARINE	2001	FORD		RANGER	PICKUP	1FTYR11E41TA78645	\$17,878	01499	\$500
140	MARINE	2003	FORD		F250	PICKUP	2FTNF21L93MB20454	\$19,978	01499	\$500
151	MARINE	2004	FORD		F150	PICKUP	2FTRF18W94CA32061	\$18,827	01499	\$500
193	MARINE	1991	FORD		F350	PICKUP	2FTHF36H1MCA54907	\$10,000	21499	\$500
118	NRTA	2001	FORD		F350	VAN	1FTSS34L51HB70933	\$37,728	64820	\$500
119	NRTA	2001	FORD		F350	VAN	1FTSS34L51HB70932	\$37,728	64820	\$500
120	NRTA	2000	FORD		RANGER	PICKUP	1FTYR10C6YTA91813	\$12,000	01499	\$500
121	NRTA	2000	FORD		RANGER	PICKUP	1FTDR15X5VPA49471	\$17,000	01499	\$500
132	NRTA	1987	GMC		3500	CABCHS	1GDGR34TXHS5206502	\$13,000	01499	\$500
138	NRTA	2003	FORD		ECONOLINE	VAN	1FTSS34L13HA37265	\$39,376	52820	\$500
155	NRTA	2003	FORD			VAN	1FTSS34L73HB97957	\$40,195	62810	\$500
34	OUR ISLAND HOME	1991	CHEVROLET		FLEET	PICKUP	1GCCT14Z3M0154064	\$12,850	01499	\$500
38	OUR ISLAND HOME	1991	FORD			VAN	1FTJE34H1MHB35583	\$18,000	01499	\$500
127	OUR ISLAND HOME	2002	FORD		E354	BUS	1FDWE35L62HB59184	\$44,125	52820	\$500
	OUR ISLAND HOME	2006	FORD		ECONOLINE	BUS	1FDXE45S16DB03572	\$46,639		\$500
23	PARKS & REC DEPT	1994	FORD		E250	VAN	1FTHE24H9RHB81551	\$23,478	73980	\$500
45	PARKS & REC DEPT	1993	HEAVY		HAULER	TRAILER	1B9UF0815PC301165	\$1,000	69499	N/A
46	PARKS & REC DEPT	1993	FORD		RANGER	PICKUP	1FTDR15X3PTA75075	\$14,426	01499	\$500
63	PARKS & REC DEPT	1995	INTERNETNL			TRAILER	1ZFUF1620SB004046	\$1,200	68499	N/A
104	PARKS & REC DEPT	2000	FORD		F350	RACK	1FDWFF36S1YED76395	\$27,895	21499	\$500
125	PARKS & REC DEPT	2001	HI STRIKET		DUNK	TRAILER	72301	\$3,195	69499	\$500
187	PARKS & REC DEPT	2006	FORD		RANGER	PICKUP	1FTYR11UX6PA13838	\$16,021	01499	\$500
188	PARKS & REC DEPT	2006	FORD		RANGER	PICKUP	1FTYR11UI6PA13839	\$16,021	01499	\$500
	PARKS & REC DEPT 2007	2006	FORD		RANGER	PICKUP	1FTYR15E37PA56051	\$21,709	01499	\$500
84	POLICE	1998	FORD		CROWN VIC	SEDAN	2FAFP71W1WX120701	\$24,500	79110	\$500
90	POLICE	1999	FORD		CROWN VIC	SEDAN	2FAFP71W4XX116143	\$24,500	79110	\$500
99	POLICE	2003	FORD		CROWN VIC	SEDAN	2FAFP71W03X135458	\$29,805	79110	\$500
111	POLICE	2001	FORD		CROWN VIC	SEDAN	2FAFP74W81X171777	\$34,000	79110	\$500
112	POLICE	2001	FORD		F250	PICKUP	1FTNX21L31EC59785	\$35,520	01499	\$500
116	POLICE	2001	FORD		EXPEDITION		1FMPU16L51LB31303	\$27,740	79110	\$500
124	POLICE	2001	FORD		CROWN VIC	SEDAN	2FAFP74W01X135467	\$28,810	79110	\$500

TOWN AND COUNTY OF NANTUCKET - LIST OF VEHICLES BY VEHICLE # ON POLICY UP TO 03/21/07

128	POLICE	1996	HAULMARK	TRAILER	16HGB2222TP009353	\$3,000	68499	\$500	\$500
129	POLICE	1996	HAULMARK	TRAILER	16HGB202XXP016706	\$3,000	68499	\$500	\$500
144	POLICE	2003	FORD	F250	1FDNF21L33ED27598	\$53,464	79120	\$500	\$500
148	POLICE	2004	FORD	CROWN VIC	2FAFP71W84X107845	\$25,310	79110	\$500	\$500
152	POLICE	2004	FORD	EXPEDITION	1FMPU16L54LA68742	\$26,368	79120	\$500	\$500
165	POLICE	2005	FORD	CROWN VIC	2FAFP71W65X118764	\$26,295	79110	\$500	\$500
169	POLICE	2004	FORD	EXPEDITION	1FMPU16L74LB54120	\$31,475	79120	\$500	\$500
170	POLICE	2004	FORD	F250	1FTNF21L24ED63515	\$35,503	79120	\$500	\$500
171	POLICE	2004	FORD	CROWN VIC	2FAFP71W84X130512	\$24,470	79110	\$500	\$500
173	POLICE	2005	FORD	CROWN VIC	2FAFP71W45X118763	\$26,000	79110	\$500	\$500
174	POLICE	2005	FORD	EXPEDITION	1FMPU16505LA78209	\$32,653	79110	\$500	\$500
192	POLICE	1998	FORD	EXPLORER	1FMZU34E8WJA08332	\$15,000	79120	\$500	\$500
194	POLICE	2006	FORD	EXPEDITION	1FMPU16536LA32665	\$27,600	79120	\$500	\$500
196	POLICE	2006	HD	M/C	1HD1FHW156Y642224	\$14,100	79420	\$500	\$500
207	POLICE	2006	FORD	CROWN VIC	2FAFP71W76X122131	\$26,000	79110	\$500	\$500
208	POLICE	2006	FORD	CROWN VIC	2FAFP71W76X122132	\$26,000	79110	\$500	\$500
	POLICE	2006	HARLEY DAVIDSON	M/C	1HD1FHW116Y701589	\$14,100	79420	\$500	\$500
	POLICE	2006	FORD	EXPEDITION	1FMPU16526LA97135	\$34,608	79110	\$500	\$500
	POLICE	2007	INTERNATIONAL	4300	1HTMMAAL17H502020	RC	79110	\$500	\$500
	POLICE	2006	FORD	CROWN VIC	2FAFP71W06X165323	\$32,068	79110	\$500	\$500
	POLICE	1995	MITSUBISHI	MONTERO	JA4MT31H0XP020145	\$26,990	79110	\$500	\$500
	POLICE	1996	FORD	EXPLORER	1FMDU34XXTUC10368	\$22,890	79110	\$500	\$500
1	PUBLIC WORKS	1995	PERFRMNCE	CHIPPER	002727	\$9,900	68499	\$500	\$500
2	PUBLIC WORKS	1979	PAVEMASTER	TRAILER	780609	\$7,500	68499	\$500	\$500
3	PUBLIC WORKS	1983	CHEVROLET	PICKUP	2GCF24D6D1128182	\$8,000	01499	\$500	\$500
4	PUBLIC WORKS	1985	FORD	STAKE	1FDJF37L2FPB58825	\$10,000	01499	\$500	\$500
5	PUBLIC WORKS	1986	FORD	F150	2FTEF14N6GCA27982	\$8,000	01499	\$500	\$500
6	PUBLIC WORKS	1987	FORD	F150	2FTEF14Y9HCA48143	\$11,765	01499	\$500	\$500
7	PUBLIC WORKS	1985	CHEVROLET	DUMP	1GBL7D1BXDV206684	\$40,000	01479	\$500	\$500
8	PUBLIC WORKS	1986	FMC	SWEeper	1F9VM3H14GP041051	\$72,000	79340	\$500	\$500
9	PUBLIC WORKS	1979	MACK	DUMP	R487P2415	\$43,000	31479	\$500	\$500
10	PUBLIC WORKS	1984	LINDSAY	UTILITY	27386	\$5,000	69499	\$500	\$500
11	PUBLIC WORKS	1989	SNOW	UTILITY	41ZTUG0S1KA001375	\$1,000	69499	N/A	N/A
12	PUBLIC WORKS	1986	EAGER BEAVE	TRAILER	112XT209GAZ000034		68499	\$500	\$500
24	PUBLIC WORKS	1993	FORD	CHASSIS	2FDKF37H7PCB33003	\$29,552	21499	\$500	\$500
25	PUBLIC WORKS	1994	FORD	CROWN VIC	2FALP71W5RX138707	\$17,849	73980	\$500	\$500
35	PUBLIC WORKS	1991	GMC	2500 PICKUP	1GTGK24K5ME516427	\$15,119	01499	\$500	\$500
36	PUBLIC WORKS	1991	FORD	L800	1FDYY82A8MV/A05757	\$50,000	31479	\$500	\$500
37	PUBLIC WORKS	1988	MGS	G5	16MG10912JD014914	\$3,500	68499	\$500	\$500
40	PUBLIC WORKS	1993	INT'L	49004X	1HTSDPR1PM471163	\$114,995	31459	\$500	\$500
41	PUBLIC WORKS	1992	SWEEPSTER	SWEeper	924621	\$12,000	68492	\$500	\$500
42	PUBLIC WORKS	1993	FORD	F350	2FDJF37H5PCA24714	\$17,867	01479	\$500	\$500
48	PUBLIC WORKS	1993	HOMEMADE	TRAILER	...TBD	\$1,000	01499	N/A	N/A

TOWN AND COUNTY OF NANTUCKET - LIST OF VEHICLES BY VEHICLE # ON POLICY UP TO 03/21/07

49	PUBLIC WORKS	1993	FORD		TRACTOR	BD38843	\$24,537	79340	\$500	\$500
50	PUBLIC WORKS	1991	FORD		TRACTOR	BC86216	\$39,995	79340	\$500	\$500
52	PUBLIC WORKS	1994	CHEVROLET	CHASSIS	CAB	1GBJC34K4RE181973	\$17,656	21499	\$500	\$500
54	PUBLIC WORKS	1985	CHEVROLET	BLAZER		1G8ED18J6FF142494	\$12,000	73980	\$500	\$500
56	PUBLIC WORKS	1995	INTERNITNL		4700 DUMP	1HTSCAAN3SH674361	\$59,521	31479	\$500	\$500
57	PUBLIC WORKS	1995	INTERNITNL		4700 DUMP	1HTSCAAN1SH674360	\$59,521	31479	\$500	\$500
58	PUBLIC WORKS	1995	FORD	F150	PICKUP	1FTEF14N0SNB51541	\$17,585	01499	\$500	\$500
59	PUBLIC WORKS	1995	NAVISTAR	TYNCO	SWEeper	1HTSCABNXSH634177	\$93,000	79340	\$500	\$500
60	PUBLIC WORKS	1996	FORD	F250	PICKUP	2FTHF26H7TCA07650	\$20,040	01499	\$500	\$500
61	PUBLIC WORKS	1996	FORD	F268	PICKUP	2FTHF26H0TCA07649	\$20,040	01499	\$500	\$500
68	PUBLIC WORKS	1996	SAMSUNG		LOADER	LB0222	\$110,665	79340	\$500	\$500
71	PUBLIC WORKS	1997	FORD	F150	PICKUP	1FTDF18W1VNB75804	\$18,380	01499	\$500	\$500
73	PUBLIC WORKS	1997	FORD	F250	PICKUP	1FTHF26H9VEB32730	\$22,054	01499	\$500	\$500
74	PUBLIC WORKS	1997	FORD	F800	CHASSIS	1FDXF80E8VVA42316	\$97,901	31499	\$500	\$500
80	PUBLIC WORKS	1997	FORD	F250	PICKUP	3FTHF26H9VMA50751	\$23,350	01499	\$500	\$500
81	PUBLIC WORKS	1997	FORD	F350	PICKUP	3FEKF37H1VMA50034	\$32,150	21499	\$500	\$500
87	PUBLIC WORKS	1998	FORD	RANGER	PICKUP	1FTYR11U1WTA82733	\$18,440	01499	\$500	\$500
94	PUBLIC WORKS	1999	INT'L	DUMP	TRUCK	1HTGHAAT2XH241529	\$106,461	40479	\$500	\$500
98	PUBLIC WORKS	1999	ISUZU	PACKER	TRUCK	JALE5B143X7902162	\$58,895	31453	\$500	\$500
100	PUBLIC WORKS	2000	FORD	F250	TRUCK	1FTNF21L8YEB46721	\$25,429	01499	\$500	\$500
101	PUBLIC WORKS	2000	FORD	F450	TRUCK	1FDXF46S6YEA85255	\$67,900	21499	\$500	\$500
113	PUBLIC WORKS	2001	FORD	F250	CREW CAB	1FTNW20L21ED10388	\$23,813	01499	\$500	\$500
115	PUBLIC WORKS	1994	FORD	F250	PICKUP	2FTHF26H5RCA62042	\$18,996	01499	\$500	\$500
131	PUBLIC WORKS	2001	VOLVO		GRADER	G86201022	\$99,126	79340	\$500	\$500
133	PUBLIC WORKS	2002	KAS-IINFARED	PRO HEAT 2000	TRAILER	1K9AK17222C172079	\$40,621	68499	\$500	\$500
149	PUBLIC WORKS	2004	FORD	F350	PICKUP	1FDWVF37S64EA66932	\$37,853	21499	\$500	\$500
150	PUBLIC WORKS	2004	FORD	F350	PICKUP	1FDWVF37S44EA66931	\$37,853	21499	\$500	\$500
161	PUBLIC WORKS	2004	FREIGHTLINER		TRUCK	1FVMBGAS64HM71554	\$150,000	40499	\$500	\$500
162	PUBLIC WORKS	2005	BOBCAT	SKID	LOADER	525019209	\$17,500	79340	\$500	\$500
180	PUBLIC WORKS	2005	ELGIN	PELICAN	SWEeper	S9297D	\$121,657	79340	\$500	\$500
182	PUBLIC WORKS	2005	ELGIN	PELICAN	SWEeper	S9298D	\$121,657	79340	\$500	\$500
185	PUBLIC WORKS	2006	FORD	F250	PICKUP	1FTNF21546EA98309	\$24,995	01499	\$500	\$500
186	PUBLIC WORKS	2006	FORD	F250	PICKUP	1FTNF21526EA98308	\$24,995	01499	\$500	\$500
189	PUBLIC WORKS	2005	KUBOTA	TRACTOR	EXCAVATOR	21085	\$59,209	73940	\$500	\$500
198	PUBLIC WORKS	2006	ANDERSON	TAG ALONG	TRAILER	4YNBN25266C039417	\$7,660	68499	\$500	\$500
203	PUBLIC WORKS	2006	JOHN DEERE	5225	TRACTOR	LV5525H258095	\$51,042	79340	\$500	\$500
	PUBLIC WORKS	2006	VOLVO	L70E	WHEEL LOADER	L70EV61136	\$119,999	73940	\$500	\$500
	PUBLIC WORKS	2007	FORD	F350	PICKUP	1FTWVF31557EA99352	\$26,231		\$500	\$500
	PUBLIC WORKS	2007	FORD	F350	PICKUP	1FTWVF31577EA99353	\$26,231		\$500	\$500
	PUBLIC WORKS	2007	FORD	F350	PICKUP	1FTWVF31597EA99354	\$26,231		\$500	\$500
	PUBLIC WORKS	2007	FORD	F550	DUMP	1FDAF57YX7EA99351	\$44,847	21499	\$500	\$500
47	SCHOOL	1997	FORD	E250	VAN	1FTFE242VHA03422	\$29,160	01499	\$500	\$500
66	SCHOOL	1987	FORD	E350	DUMP	1FDJF37H9HKB18852	\$14,000	01479	\$500	\$500

Lawrence

TOWN AND COUNTY OF NANTUCKET - LIST OF VEHICLES BY VEHICLE # ON POLICY UP TO 03/21/07

102	SCHOOL	1999	FORD	F350	TRUCK	1FDWF36S0YEC50822	\$27,997	21499	\$500
166	SCHOOL	2005	FORD	F350	RACK	1FDWF36Y95EA93324	\$22,887	21499	\$500
177	SCHOOL	2005	BOBCAT	5600		424811112	\$36,075	79340	\$500
197	SCHOOL	2006	FORD	500	SEDAN	1FAFP261X6G149555	\$25,675	79260	\$500
72	SHELLFISH/MARINE	1997	KARAVAN	BOAT	TRAILER	186RLE2UBVF010992	\$4,340	68499	\$500
77	SHELLFISH/MARINE	1997	KARAVAN	BOAT	TRAILER	186B0C152VF014867	\$995	69499	N/A
134	SHELLFISH/MARINE	2000	FORD	RANGER	PICKUP	1FTYR11R11VXYTA45644	\$14,000	01499	\$500
21	SHERIFF	1989	FORD	VAN	AMBUL.	1FDKE30MXKH81221	\$50,000	79130	\$500
106	SHERIFF DEPT	2000	CHEV	630	VAN	1GCHG35RXY1182979	\$27,981	79110	\$500
156	SHERIFF	2000	FORD	ECONOLINE	VAN	1FTSE34L0YHB63907	\$22,000	79120	\$500
164	SHERIFF	2005	CHEVROLET	TAHOE	UTILITY	1GNLK13Z75J191294	\$42,170	79120	\$500
176	SHERIFF	2005	FORD	CROWN VIC	SEDAN	2FAFP71WX5X120078	\$24,443	79110	\$500
179	SHERIFF	2002	CHRYSLER	TOWN/COUNT	VAN	2C4GP74L52R793263	\$18,000	79120	\$500
183	SHERIFF	2005	CHEVROLET	TAHOE	UTILITY	1GNEK13Z95J242911	\$47,473	79080	\$500
178	SIAS. WASTE WATER	2005	FORD	F250	PICKUP	1FTNF21525EC51980	\$25,909	01499	\$500
	SIAS. WATER COMPANY	2005	FORD	F350	TRUCK	1FDSF34565EC16763	\$24,900		\$500
28	WATER COMPANY	1988	FORD	F350	TRUCK	2FDKF37H9JCB47444	\$23,000	21492	\$500
67	WATER COMPANY	1996	NUWAY		TRAILER	415KD0814TH686872	\$2,000	01499	N/A
69	WATER COMPANY	1996	HOMEMADE		TRAILER	... TBD	\$9,138	69499	\$500
70	WATER COMPANY	1996	EH WACHS		TRAILER	96613	\$9,750	69499	\$500
82	WATER COMPANY	1998	FORD	F150	PICKUP	1FTZX1728WNA91014	\$18,753	01499	\$500
85	WATER COMPANY	1998	FORD	RANGER	PICKUP	1FTYR14U3WTA69509	\$17,218	01499	\$500
86	WATER COMPANY	1994	LEROL	COMPRESS	TRAILER	3273X14	\$9,000	68499	\$500
157	WATER COMPANY	2004	FORD	RANGER	PICKUP	1FTZR45E74TA17231	\$24,900	01499	\$500
158	WATER COMPANY	2004	FORD	RF150	PICKUP	2FTRX17244CA60829	\$24,900	01499	\$500
167	WATER COMPANY	2004	FORD	RANGER	EXCAB	1FTZR45E94PB20952	\$30,644	01499	\$500
172	WATER COMPANY	2004	FORD	F250	VAN	1FTNE24L54HA99476	\$35,098	01499	\$500
200	WATER COMPANY	2003	GMC	SIERRA	PICKUP	1GTEK19V53E376771	\$24,500	01499	\$500
	WATER COMPANY	1996	FORD	F450	TRUCK	1FDLF47F3TEB09844	\$21,755	21499	\$500
	WATER COMPANY	2006	FORD	F150	PICKUP	1FTPW14576FA77589	\$32,500		\$500
	WATER COMPANY	2006	HURCO	POWER WASH	TRAILER	1C(BV13186B987040	\$56,582		\$500

**Exhibit 4c**

***VEHICLE INVENTORY (8/4/2008)***

TOWN AND COUNTY OF NANTUCKET 2008-2009 - LIST OF VEHICLES BY VEHICLE #

29	AIRPORT	1989	OSKOSH	FIRE	TRUCK	10T9L5BHK1037629	\$300,000	(RC)	79090	N/A	N/A
30	AIRPORT	1995	FORD	F-250	TRUCK	2FTHF26H7SCA43286	\$28,319		01499	\$500	\$500
31	AIRPORT	1988	JOHN DEERE		GRADER	DW772BH2201	\$99,999		79340	\$500	\$500
32	AIRPORT	1988	JOHN DEERE		LOADER	DW644EB518874	\$90,000		79340	\$500	\$500
44	AIRPORT	1993	FORD	BRONCO	WAGON	1FMEU15H2PLA58802	\$20,084		73980	\$500	\$500
51	AIRPORT	1994	FORD		DUMP	1FDYK82E0RVA27067	\$64,394		31479	\$500	\$500
85	AIRPORT	2008	FORD	F250	PICKUP	1FTSF21RX8EA16981	\$35,932		01499	\$500	\$500
89	AIRPORT	1999	FORD	F250	PICKUP	1FTNF21F4XEB89678	\$38,046		01499	\$500	\$500
92	AIRPORT	1999	NEW HOLL	SKID	LOADER	101723	\$39,648		79340	\$500	\$500
93	AIRPORT	1999	FORD	EXPEDITION	UTILITY	1FMPU18L1XLB67236	\$33,490		01499	\$500	\$500
98	AIRPORT	2001	EAG. BEAVER	FLATBED	TRAILER	112HTN3041L055959	\$10,630		68499	\$500	\$500
114	AIRPORT	2001	FORD	E350	BUS	1FDWE35S91HA91209	\$49,881		52820	\$500	\$500
135	AIRPORT	2003	JOHN DEERE		LOADER	DW724JX588227	\$189,920		79340	\$500	\$500
136	AIRPORT	2002	FORD	E350	VAN BUS	1FDWE35S92HA40486	\$49,881		52820	\$500	\$500
139	AIRPORT	2002	OSHKOSH		FIRE TRK	10TBK8Z1025072137	\$528,671	RC	79090	N/A	N/A
143	AIRPORT	2003	AM GENERAL	HUMMER	FIRE	137FA553X3E202023	\$196,581	RC	79090	N/A	N/A
147	AIRPORT	2004	FORD	EXPEDITION	UTILITY	1FMPU16L04A05967	\$31,585		01499	\$500	\$500
154	AIRPORT	2004	STERLING		DUMP	2FZAAWAK24AM87574	\$92,528		31479	\$500	\$500
160	AIRPORT	2002	LOAD RITE		TRAILER	5A4KRAL1X22050148			68499	N/A	N/A
168	AIRPORT	2004	FORD	F550	TRUCK	1FDAF57P74ED45033	\$45,458		21479	\$500	\$500
175	AIRPORT	2005	FORD	F350	PICKUP	1FDWF31P85E883489	\$38,039		21499	\$500	\$500
190	AIRPORT	2006	FORD	RANGER	PICKUP	1FTYR15E56PA10929	\$22,989		01499	\$500	\$500
210	AIRPORT	2006	FREIGHTLINER	FC80	SWEEPER	1FVAB8BV56DDW22321	\$168,875		79340	\$500	\$500
213	AIRPORT	2006	CARGO EXPRESS	ENCLOSED	TRAILER	4U01C14226A029793	\$4,725		68499	\$500	\$500
215	AIRPORT	2007	FORD	EXPLORER	UTILITY	1FMEU73E17UA47417	\$30,119		01499	\$500	\$500
109	BLDG DEPT	2001	FORD	RANGER	PICKUP	1FTYR11E61TA78646	\$17,878		01499	\$500	\$500
130	BLDG DEPT	2003	FORD	RANGER	PICKUP	1FTZR11U33TA05717	\$20,000		01499	\$500	\$500
145	BLDG DEPT	2004	FORD	RANGER	PICKUP	1FTZR11U94TA00894	\$17,371		01499	\$500	\$500
146	BLDG DEPT	2004	FORD	RANGER	PICKUP	1FTZR11U04TA00895	\$17,371		01499	\$500	\$500
	BLDG DEPT	2008	FORD	RANGER	PICKUP	1FTYR11UX8PA19254	\$15,720		01499	\$500	\$500
	BLDG DEPT	2008	FORD	RANGER	PICKUP	1FTYR11U18PA19255	\$15,720		01499	\$500	\$500
	CONSERVATION	2008	FORD	EXPLORER	WAGON	1FMFU73F58UA18729	\$24,341		73980	\$500	\$500
126	EMERGENCY MAN.	2002	CARGO	UTILITY	TRAILER	1UK00E2321040839	\$60,000		68499	\$500	\$500
27	FINANCE/ASSESSOR	1990	FORD	F150	PICKUP	1FTEF15Y3LNA98456	\$12,000		01499	\$500	\$500
181	FINANCE/ASSESSORS	2002	FORD	RANGER	PICKUP	1FTZR45E82TA67679	\$24,545		01499	\$500	\$500
195	FINANCE/ASSESSORS	2003	FORD	RANGER	PICKUP	1FTZR45EX3TA40646	\$17,000		01499	\$500	\$500



TOWN AND COUNTY OF NANTUCKET 2008-2009 - LIST OF VEHICLES BY VEHICLE #

13	FIRE DEPT	1992	EMERGENCY	FIRE	TRUCK	4ENR9AA89N1001098	\$200,000	(RC)	79090	N/A	N/A
14	FIRE DEPT	1988	FORD	F800		1FDYK84A1JVA47293	\$110,000	(RC)	79090	N/A	N/A
15	FIRE DEPT	2002	FREIGHTLINER		TRUCK	1FVDBWBV72HH85672	\$228,650	(RC)	79090	N/A	N/A
16	FIRE DEPT	1987	SPARTAN	LADDER	TRUCK	1S9CT8B03HC185215	\$425,000	(RC)	79090	N/A	N/A
17	FIRE DEPT	1988	GMC		TANKER	1GDM7D1G6JV521272	\$85,000	(RC)	79090	N/A	N/A
19	FIRE DEPT	1989	GMC		TANKER	1GDP7D1G6KV516286	\$85,000	(RC)	79090	N/A	N/A
22	FIRE DEPT	1974	SHORELINE	BOAT	TRAILER	...TBD	\$1,500		01499	N/A	N/A
39	FIRE DEPT	1994	LARC		TRUCK	LARCVR864	\$36,000		79080	\$500	\$500
53	FIRE DEPT	1994	FORD	AMBULANCE	AMBUL	1FDKE30M4RHA73462	\$82,723		79130	\$500	\$500
55	FIRE DEPT	1984	HOMEMADE		TRAILER	46001236	\$2,000		69499	N/A	N/A
64	FIRE DEPT	1986	EMERGENCY	FIRE	TRUCK	4ENR9AA80T1005667	\$199,640	(RC)	79090	N/A	N/A
88	FIRE DEPT	1998	GMC	JIMMY	UTILITY	1GKDT13W9W2570448	\$28,591		79080	\$500	\$500
91	FIRE DEPT	1999	CHEV	TAHOE	UTILITY	1GNEK13R6XR123377	\$35,406		79080	\$500	\$500
95	FIRE DEPT	1997	KAWASAKI		M/C	JKAKZCP23V3515166	\$8,000		79420	\$500	\$500
122	FIRE DEPT	2001	FORD	E450	AMBUL	1FDXE45F81HB24246	\$116,245		79130	\$500	\$500
123	FIRE DEPT	1971	DODGE	BRUSHBOKER		E33BB15371869	\$85,000	(RC)	79090	N/A	N/A
141	FIRE DEPT	2004	KARAVAN		TRAILER	5KTWS17174F131075	\$825		68499	N/A	N/A
153	FIRE DEPT	2004	CHEVROLET	TAHOE	UTILITY	1GNEK13VX4J207354	\$47,522		79080	\$500	\$500
159	FIRE DEPT	2004	FREIGHTLINER	RESCUE	TRUCK	1FVABXCS54HM57595	\$223,584	(RC)	79090	N/A	N/A
163	FIRE DEPT	2005	CHEVROLET	SILVARADO	PICKUP	1GCHK28UJ85E213805	\$41,121		79080	\$500	\$500
184	FIRE DEPT	2005	CHEVROLET	SILVARADO	PICKUP	1GCH29U45E319247	\$41,000		79080	\$500	\$500
201	FIRE DEPT	2006	WELLS CARGO	UTILITY	TRAILER	1WC200J2368009291	\$12,751		68499	\$500	\$500
202	FIRE DEPT	2006	HME	1971-P2	FIRE TRUCK	44KFT428X5W220647	\$731,900	(RC)	79090	N/A	N/A
206	FIRE DEPT	2006	WELLS CARGO	UTILITY	TRAILER	1WC200J2568009850	\$8,419		68499	\$500	\$500
164	FIRE DEPT	2006	CHEVROLET	TAHOE	UTILITY	1GNLK13Z75J191294	\$42,170		79120	\$500	\$500
209	FIRE DEPT	2006	WELLS CARGO	UTILITY	TRAILER	1WC200J2668009866	\$13,280		68499	\$500	\$500
214	FIRE DEPT	2006	FORD	F450	AMBULANCE	1FDX47P46ED15950	\$156,111.00		79130	\$500	\$500
216	FIRE DEPT	2007	FORD	FREIGHTLINER	FIRE TRUCK	1FVDCYDJ77HX06683	\$145,628	(RC)	79090	N/A	N/A
	FIRE DEPT	2007	FORD	CABCHASSIS	TRUCK	3FRML55Z67V554788	\$80,653		79090	\$500	\$500
	FIRE DEPT	2008	FORD	F450	AMBULANCE	1FDX46R68EB78256	\$169,575		79130	\$500	\$500
62	HEALTH DEPT	1996	FORD	RANGER	PICKUP	1FTCR11U6TTA11114	\$17,200		01499	\$500	\$500
	HEALTH DEPT	2008	FORD	RANGER	PICKUP	1FTYR11U88PA19253	\$15,720		01499	\$500	\$500
75	LAND BANK	1997	LOAD RITE		TRAILER	4L2KY4L16V2000178	\$1,707		68499	N/A	N/A
76	LAND BANK	1983	JOHN DEERE		TRACTOR	CD4239T920441	\$60,000		79340	\$500	\$500
79	LAND BANK	1997	FORD	F350	TRUCK	1FDKF3867VEC42286	\$25,496		21479	\$500	\$500
97	LAND BANK	1994	CASE	MAXXUM	TRACTOR	JJF1034294	\$30,000		79340	\$500	\$500
103	LAND BANK	2000	FORD	F150	PICKUP	1FTRF18W0YWC10980	\$21,669		01499	\$500	\$500
137	LAND BANK	2003	FORD	E150	PICKUP	1FTRF18W33NB32430	\$18,712		01499	\$500	\$500
142	LAND BANK	2003	FORD	F150	PICKUP	1FTRF18223NB01422	\$19,911		01499	\$500	\$500
191	LAND BANK	2006	FORD	F350	PICKUP	1FTWFF315X6EB58233	\$23,633		21499	\$500	\$500

TOWN AND COUNTY OF NANTUCKET 2008-2009 - LIST OF VEHICLES BY VEHICLE #

204	LAND BANK	2006	TOWMASTER	T-14DD	TRAILER	4KNUT20276L160588	\$7,000	68499	\$500	\$500
205	LAND BANK	2006	ROADRUNNER		TRAILER	IR9PD24236L427038	\$19,000	68499	\$500	\$500
	LAND BANK	2007	VERMER	BRUSH CHIPPE	TRAILER	1VRY1119X71009019	\$19,697	79650	\$500	\$500
	LAND BANK	2008	LOAD RITE	UTILITY	TRAILER	4ZEUT122381051314	\$2,396			
28	MARINE	1988	FORD	F350	TRUCK	2FDKF37H9JCB47444	\$23,000	21492	\$500	\$500
140	MARINE	2003	FORD	F250	PICKUP	2FTNF21L93MB20454	\$19,978	01499	\$500	\$500
151	MARINE	2004	FORD	F150	PICKUP	2FTRF18W94CA32061	\$18,827	01499	\$500	\$500
193	MARINE	1991	FORD	F350	PICKUP	2FTHF36H1MCA54907	\$10,000	21499	\$500	\$500
	MARINE	2008	FORD	RANGER	PICKUP	1FTYR15EX8PA19256	\$17,695	01499	\$500	\$500
118	NRTA	2001	FORD	F350	VAN	1FTSS34L51HB70933	\$37,728	64820	\$500	\$500
119	NRTA	2001	FORD	F350	VAN	1FTSS34L51HB70932	\$37,728	64820	\$500	\$500
120	NRTA	2000	FORD	RANGER	PICKUP	1FTYR10C6YT9A1813	\$12,000	01499	\$500	\$500
121	NRTA	2000	FORD	RANGER	PICKUP	1FTDR15X5VPA49471	\$17,000	01499	\$500	\$500
132	NRTA	1987	GMC	3500	CABCHS	1GDGR34TXHS5206502	\$13,000	01499	\$500	\$500
138	NRTA	2003	FORD	ECONOLINE	VAN	1FTSS34L13HA37265	\$39,376	52820	\$500	\$500
155	NRTA	2003	FORD		VAN	1FTSS34L73HB97957	\$40,195	62810	\$500	\$500
34	OUR ISLAND HOME	1991	CHEVROLET	FLEET	PICKUP	1GCCT14Z3M0164064	\$12,850	01499	\$500	\$500
38	OUR ISLAND HOME	1991	FORD		VAN	1FTJE34H1MH35583	\$18,000	01499	\$500	\$500
127	OUR ISLAND HOME	2002	FORD	E354	BUS	1FDWE35L62HB9184	\$44,125	52820	\$500	\$500
222	OUR ISLAND HOME	2006	FORD	ECONOLINE	BUS	1FDXE45S16DB03572	\$46,639	64820	\$500	\$500
23	PARKS & REC DEPT	1994	FORD	E250	VAN	1FTHE24H9RHB81551	\$23,478	73980	\$500	\$500
45	PARKS & REC DEPT	1993	HEAVY	HAULER	TRAILER	1B9UF0815PC301165	\$1,000	69499	N/A	N/A
46	PARKS & REC DEPT	1993	FORD	RANGER	PICKUP	1FTDR15X3PTA75075	\$14,426	01499	\$500	\$500
63	PARKS & REC DEPT	1995	INTERNTNL		TRAILER	1ZFUF1620SB004046	\$1,200	68499	N/A	N/A
104	PARKS & REC DEPT	2000	FORD	F350	RACK	1FDWF36S1YED76395	\$27,885	21499	\$500	\$500
125	PARKS & REC DEPT	2001	HI STRIKET	DUNK	TRAILER	72301	\$3,195	69499	\$500	\$500
187	PARKS & REC DEPT	2006	FORD	RANGER	PICKUP	1FTYR11UX8PA13838	\$16,021	01499	\$500	\$500
188	PARKS & REC DEPT	2006	FORD	RANGER	PICKUP	1FTYR11U6PA13839	\$16,021	01499	\$500	\$500
223	PARKS & REC DEPT	2006	FORD	RANGER	PICKUP	1FTYR15E37PA56051	\$21,709	01499	\$500	\$500
	PARKS & REC DEPT	2008	FORD	F150	PICKUP	1FTVF14508KB29744	\$19,697	01499	\$500	\$500
	PARKS & REC DEPT	2008	CROSS COUNTRY	FLATBED	TRAILER	431FS202X81000106	\$3,725	68499	\$500	\$500
84	POLICE	1998	FORD	CROWN VIC	SEDAN	2FAFP71W1WX120701	\$24,600	79110	\$500	\$500
90	POLICE	1999	FORD	CROWN VIC	SEDAN	2FAFP71W4XX116143	\$24,500	79110	\$500	\$500
111	POLICE	2001	FORD	CROWN VIC	SEDAN	2FAFP74W81X171777	\$34,000	79110	\$500	\$500
112	POLICE	2001	FORD	F250	PICKUP	1FTNX21L31EC59785	\$35,520	01499	\$500	\$500
116	POLICE	2001	FORD	EXPEDITION		1FMPU16L51LB31303	\$27,740	79110	\$500	\$500
117	POLICE	2006	FORD	EXPEDITION	UTILITY	1FMPU16S26LA97135	\$34,608	79110	\$500	\$500



TOWN AND COUNTY OF NANTUCKET 2008-2009 - LIST OF VEHICLES BY VEHICLE #

124	POLICE	2001	FORD		CROWN VIC	SEDAN	2FAFP74W01X135467	\$28,810	79110	\$500	\$500
128	POLICE	1996	HAULMARK			TRAILER	16HGB2222TP009353	\$3,000	68499	\$500	\$500
129	POLICE	1996	HAULMARK			TRAILER	16HGB202XXP016706	\$3,000	68499	\$500	\$500
144	POLICE	2003	FORD		F250	PICKUP	1FDNF21L33ED27598	\$53,464	79120	\$500	\$500
148	POLICE	2004	FORD		CROWN VIC	SEDAN	2FAFP71W84X107845	\$25,310	79120	\$500	\$500
152	POLICE	2004	FORD		EXPEDITION	UTILITY	1FMPU16L54LA68742	\$26,368	79120	\$500	\$500
156	POLICE	2000	FORD		ECONOLINE	VAN	1FTSE34L0YHB63907	\$22,000	79120	\$500	\$500
165	POLICE	2005	FORD		CROWN VIC	SEDAN	2FAFP71W65X118764	\$26,295	79110	\$500	\$500
169	POLICE	2004	FORD		EXPEDITION	UTILITY	1FMPU16L74LB54120	\$31,475	79120	\$500	\$500
170	POLICE	2004	FORD		F250	TRUCK	1FTNF21L24ED83515	\$35,503	79120	\$500	\$500
173	POLICE	2005	FORD		CROWN VIC	SEDAN	2FAFP71W45X118763	\$26,000	79110	\$500	\$500
174	POLICE	2005	FORD		EXPEDITION	UTILITY	1FMPU16505LA78209	\$32,653	79110	\$500	\$500
194	POLICE	2006	FORD		EXPEDITION	UTILITY	1FMPU16536LA32665	\$27,600	79120	\$500	\$500
207	POLICE	2006	FORD		CROWN VIC	SEDAN	2FAFP71W76X122131	\$26,000	79110	\$500	\$500
208	POLICE	2006	FORD		CROWN VIC	SEDAN	2FAFP71W76X122132	\$26,000	79110	\$500	\$500
221	POLICE	2007	INTERNATIONAL		4300	TRUCK	1HTMAAL17H502020	\$570,560	(RC)	N/A	N/A
224	POLICE	2006	FORD		CROWN VIC	SEDAN	2FAFP71W06X165323	\$32,068	79110	\$500	\$500
	POLICE	2007	HD		M/C	M/C	1HD1FMM107Y694082	\$14,100	79420	\$500	\$500
	POLICE	2007	HD		M/C	M/C	1HD1FMM187Y693598	\$14,100	79420	\$500	\$500
	POLICE	1999	FORD		EXPEDITION	UTILITY	1FMPU18L9XLC08079	\$31,330	79110	\$500	\$500
	POLICE	2007	FORD		CROWN VIC	SEDAN	2FAFP71W27X100247	\$34,314	79110	\$500	\$500
	POLICE	1998	FORD		EXPLORER	WAGON	1FMZU35PXXWZA53713	\$23,930		\$500	\$500
	POLICE	2008	FORD		CROWN VIC	SEDAN	2FAFP71V08X123809	\$32,301		\$500	\$500
	POLICE	2008	FORD		CROWN VIC	SEDAN	2FAFP71V18X110650	\$32,301		\$500	\$500
	POLICE	2008	FORD		F350	PICKUP	1FTSZ21648ED74717	\$41,938		\$500	\$500
1	PUBLIC WORKS	1985	PERFORMANCE		CHIPPER	TRAILER	002727	\$9,900	68499	\$500	\$500
2	PUBLIC WORKS	1979	PAVEMASTER			TRAILER	780609	\$7,500	68499	\$500	\$500
3	PUBLIC WORKS	1983	CHEVROLET			PICKUP	2GCFC24D6D1128182	\$8,000	01499	\$500	\$500
4	PUBLIC WORKS	1985	FORD		STAKE	TRUCK	1FDJF37L2FPB58825	\$10,000	01499	\$500	\$500
5	PUBLIC WORKS	1986	FORD		F150	PICKUP	2FTEF14N6GCA27982	\$8,000	01499	\$500	\$500
6	PUBLIC WORKS	1987	FORD		F150	PICKUP	2FTEF14Y9HCA48143	\$11,765	01499	\$500	\$500
7	PUBLIC WORKS	1985	CHEVROLET			DUMP	1GBL7D1BXDV206884	\$40,000	01479	\$500	\$500
8	PUBLIC WORKS	1986	FMC			SWEEPER	1F9VM3H14GP041051	\$72,000	79340	\$500	\$500
9	PUBLIC WORKS	1979	MACK			DUMP	R487P2415	\$43,000	31479	\$500	\$500
10	PUBLIC WORKS	1984	LINDSAY		UTILITY	TRAILER	27386	\$5,000	69499	\$500	\$500
11	PUBLIC WORKS	1989	SNOW		UTILITY	TRAILER	41ZTUG0S1KA001375	\$1,000	69499	N/A	N/A
12	PUBLIC WORKS	1986	EAGER BEAVE			TRAILER	112TXX209GA200034		68499	\$500	\$500
24	PUBLIC WORKS	1993	FORD		CHASSIS	CAB	2FDKF37H7POB33003	\$29,552	21499	\$500	\$500
25	PUBLIC WORKS	1994	FORD		CROWN VIC	SEDAN	2FALP71W5RX138707	\$17,849	73980	\$500	\$500
35	PUBLIC WORKS	1991	GMC		2500 PICKUP	PICKUP	1GTGK24K5ME516427	\$15,119	01499	\$500	\$500
36	PUBLIC WORKS	1991	FORD		L800	DUMP	1FDY82A8MVA05757	\$50,000	31479	\$500	\$500
37	PUBLIC WORKS	1988	MGS		G5	TRAILER	16MG10912JD014914	\$3,500	68499	\$500	\$500
40	PUBLIC WORKS	1993	INT'L		49004X	TRUCK	1HTSDPR1PM471163	\$114,995	31459	\$500	\$500
41	PUBLIC WORKS	1992	SWEEPSTER			SWEEPER	924821	\$12,000	68492	\$500	\$500

TOWN AND COUNTY OF NANTUCKET 2008-2009 - LIST OF VEHICLES BY VEHICLE #

42	PUBLIC WORKS	1993	FORD	F350	DUMP	2FDJF37H5PCA24714	\$17,867	01479	\$500	\$500
48	PUBLIC WORKS	1993	HOMEMADE		TRAILER	... TBD	\$1,000	01499	N/A	N/A
49	PUBLIC WORKS	1993	FORD		TRACTOR	BD38843	\$24,537	79340	\$500	\$500
50	PUBLIC WORKS	1991	FORD		TRACTOR	BC86216	\$39,995	79340	\$500	\$500
52	PUBLIC WORKS	1994	CHEVROLET	CHASSIS	CAB	1GBJC34K4RE181973	\$17,656	21499	\$500	\$500
54	PUBLIC WORKS	1985	CHEVROLET	BLAZER		1G8ED18J6FF142494	\$12,000	73980	\$500	\$500
56	PUBLIC WORKS	1995	INTERNTNL	4700	DUMP	1HTSCAAN3SH674361	\$59,521	31479	\$500	\$500
57	PUBLIC WORKS	1995	INTERNTNL	4700	DUMP	1HTSCAAN1SH674360	\$59,521	31479	\$500	\$500
58	PUBLIC WORKS	1995	FORD	F150	PICKUP	1FTF14N0SNB51541	\$17,585	01499	\$500	\$500
59	PUBLIC WORKS	1995	NAVISTAR	TYNCO	SWEEPER	1HTSCABNXXSH634177	\$93,000	79340	\$500	\$500
60	PUBLIC WORKS	1996	FORD	F250	PICKUP	2FTHF26H7TCA07650	\$20,040	01499	\$500	\$500
61	PUBLIC WORKS	1996	FORD	F268	PICKUP	2FTHF26H0TCA07649	\$20,040	01499	\$500	\$500
68	PUBLIC WORKS	1996	SAMSUNG		LOADER	LB0222	\$110,665	79340	\$500	\$500
71	PUBLIC WORKS	1997	FORD	F150	PICKUP	1FTDF18W1VNB75804	\$18,380	01499	\$500	\$500
73	PUBLIC WORKS	1997	FORD	F250	PICKUP	1FTHF26H9VEB32730	\$22,054	01499	\$500	\$500
74	PUBLIC WORKS	1997	FORD	F800	CHASSIS	1FDXF80E8VVA42316	\$97,901	31499	\$500	\$500
80	PUBLIC WORKS	1997	FORD	F250	PICKUP	3FTHF26H9VMA50751	\$23,350	01499	\$500	\$500
81	PUBLIC WORKS	1997	FORD	F350	PICKUP	3FEKF37H1VMA50034	\$32,150	21499	\$500	\$500
87	PUBLIC WORKS	1998	FORD	RANGER	PICKUP	1FTYR11U1WTAB2733	\$18,440	01499	\$500	\$500
94	PUBLIC WORKS	1999	INT'L	DUMP	TRUCK	1HTGHAAT2XH241529	\$106,461	40479	\$500	\$500
98	PUBLIC WORKS	1999	ISUZU	PACKER	TRUCK	JALE5B143X7902162	\$58,895	31453	\$500	\$500
100	PUBLIC WORKS	2000	FORD	F250	TRUCK	1FTNF21L8YEB46721	\$25,429	01499	\$500	\$500
101	PUBLIC WORKS	2000	FORD	F450	TRUCK	1FDXF46S6YE8S255	\$57,900	21499	\$500	\$500
113	PUBLIC WORKS	2001	FORD	F250	CREW CAB	1FTNW20L21ED10388	\$23,813	01499	\$500	\$500
115	PUBLIC WORKS	1994	FORD	F250	PICKUP	2FTHF26H5RCA62042	\$18,996	01499	\$500	\$500
131	PUBLIC WORKS	2001	VOLVO		GRADER	G86201022	\$99,126	79340	\$500	\$500
133	PUBLIC WORKS	2002	KASH-INFARED	PRO HEAT 2000	TRAILER	1K9AK1722C172079	\$40,621	68499	\$500	\$500
149	PUBLIC WORKS	2004	FORD	F350	PICKUP	1FDWF37S64EA66932	\$37,853	21499	\$500	\$500
150	PUBLIC WORKS	2004	FORD	F350	PICKUP	1FDWF37S44EA66931	\$37,853	21499	\$500	\$500
161	PUBLIC WORKS	2004	FREIGHTLINER		TRUCK	1FVMBGAS64HM71554	\$150,000	40499	\$500	\$500
162	PUBLIC WORKS	2005	BOBCAT	SKID	LOADER	S25019209	\$17,500	79340	\$500	\$500
180	PUBLIC WORKS	2005	ELGIN	PELICAN	SWEEPER	S9297D	\$121,657	79340	\$500	\$500
182	PUBLIC WORKS	2005	ELGIN	PELICAN	SWEEPER	S9298D	\$121,657	79340	\$500	\$500
185	PUBLIC WORKS	2006	FORD	F250	PICKUP	1FTNF21546EA98309	\$24,995	01499	\$500	\$500
186	PUBLIC WORKS	2006	FORD	F250	PICKUP	1FTNF21526EA98308	\$24,995	01499	\$500	\$500
189	PUBLIC WORKS	2005	KUBOTA	TRACTOR	EXCAVATOR	21085	\$59,209	73940	\$500	\$500
198	PUBLIC WORKS	2006	ANDERSON	TAG ALONG	TRAILER	4YNBN25268C039417	\$7,860	68499	\$500	\$500
199	PUBLIC WORKS	2007	FORD	F550	DUMP	1FDAF57YX7EA99351	\$44,847	21499	\$500	\$500
203	PUBLIC WORKS	2006	JOHN DEERE	5225	TRACTOR	LV5525H258095	\$51,042	79340	\$500	\$500
212	PUBLIC WORKS	2006	VOLVO	L70E	WHEEL LOADER	L70EV61136	\$119,999	73940	\$500	\$500
217	PUBLIC WORKS	2007	FORD	F350	PICKUP	1FTWF31557EA99352	\$26,231	21499	\$500	\$500
218	PUBLIC WORKS	2007	FORD	F350	PICKUP	1FTWF31597EA99354	\$26,231	21499	\$500	\$500
219	PUBLIC WORKS	2007	FORD	F350	PICKUP	1FTWF31577EA99353	\$26,231	21499	\$500	\$500
	PUBLIC WORKS	2008	FORD	RANGER	PICKUP	1FTYR11U68PA20668	\$18,043	01499	\$500	\$500

TOWN AND COUNTY OF NANTUCKET 2008-2009 - LIST OF VEHICLES BY VEHICLE #

47	SCHOOL	1997	FORD	E250	VAN	1FTE242VHA03422	\$29,160	01499	\$500	\$500
66	SCHOOL	1987	FORD	E350	DUMP	1FDJF37H9HKB18852	\$14,000	01479	\$500	\$500
102	SCHOOL	2000	FORD	F350	TRUCK	1FDWVF36S0YEC50822	\$27,997	21499	\$500	\$500
166	SCHOOL	2005	FORD	F350	RACK	1FDWVF36Y95EA93324	\$22,887	21499	\$500	\$500
177	SCHOOL	2005	BOBCAT	5600		424811112	\$36,075	79340	\$500	\$500
	SCHOOL	2008	FORD	FUSION	SEDAN	3FAHP07Z58R241928	18695		\$500	\$500
72	SHELLFISH/MARINE	1997	KARAVAN	BOAT	TRAILER	186RLE2UBVF010992	\$4,340	68499	\$500	\$500
77	SHELLFISH/MARINE	1997	KARAVAN	BOAT	TRAILER	186B0C152VF014867	\$995	69499	N/A	N/A
134	SHELLFISH/MARINE	2000	FORD	RANGER	PICKUP	1FTYR11R11VXYTA45644	\$14,000	01499	\$500	\$500
21	SHERIFF	1989	FORD	VAN	AMBUL.	1FDKE30MXKH81221	\$50,000	79130	\$500	\$500
106	SHERIFF DEPT	2000	CHEV	630	VAN	1GCHG35RXY1182979	\$27,981	79110	\$500	\$500
176	SHERIFF	2005	FORD	CROWN VIC	SEDAN	2FAFP71WX5X120078	\$24,443	79110	\$500	\$500
179	SHERIFF	2002	CHRYSLER	TOWN/COUNT	VAN	2C4GP74L52R793263	\$18,000	79120	\$500	\$500
183	SHERIFF	2005	CHEVROLET	TAHOE	UTILITY	1GNEK13Z95J242911	\$47,473	79080	\$500	\$500
	SHERIFF	2008	CHEVROLET	TAHOE	UTILITY	1GNFK13028R124968	\$49,616	79120	\$500	\$500
83	SIAS. WATER COMPANY	2005	FORD	F350	TRUCK	1FDSF34585EC16763	\$24,900	21499	\$500	\$500
178	SIAS. WASTE WATER	2005	FORD	F250	PICKUP	1FTNF21525EC51980	\$25,908	01499	\$500	\$500
20	WATER COMPANY	1996	FORD	F450	TRUCK	1FDLF47F3TEB08844	\$21,755	21499	\$500	\$500
26	WATER COMPANY	2006	HURCO	POWER WASH	TRAILER	1C(BV13186B987040	\$56,582	68499	\$500	\$500
67	WATER COMPANY	1996	NUWAY		TRAILER	415KD0814TH686872	\$2,000	01499	N/A	N/A
70	WATER COMPANY	1996	EH WACHS		TRAILER	96613	\$9,750	69499	\$500	\$500
82	WATER COMPANY	1998	FORD	F150	PICKUP	1FTZX1728WNA91014	\$18,753	01499	\$500	\$500
85	WATER COMPANY	1998	FORD	RANGER	PICKUP	1FTYR14U3WTA89509	\$17,218	01499	\$500	\$500
86	WATER COMPANY	1994	LEROL	COMPRESS	TRAILER	3273X14	\$9,000	68499	\$500	\$500
157	WATER COMPANY	2004	FORD	RANGER	PICKUP	1FTZR45E74TA17231	\$24,900	01499	\$500	\$500
158	WATER COMPANY	2004	FORD	RF150	PICKUP	2FTRX17244CA60829	\$24,900	01499	\$500	\$500
167	WATER COMPANY	2004	FORD	RANGER	EXCAB	1FTZR45E94PB20952	\$30,644	01499	\$500	\$500
172	WATER COMPANY	2004	FORD	F250	VAN	1FTNE24L54HA99476	\$35,098	01499	\$500	\$500
	WATER COMPANY	2008	FORD	RANGER	PICKUP	1FTZR45E88PA38085	\$22,397	01499	\$500	\$500
	WATER COMPANY	2008	FORD	SPORT TRAC	PICKUP	1FMEU53E78JA41272	\$30,705	73980	\$500	\$500
	WATER COMPANY	2007	FORD	F150	PICKUP	1FTPX14577FB44805	\$32,605	01499	\$500	\$500
	WATER COMPANY	2008	LOADRITE		TRAILER	01349	\$1,685	69499	\$500	\$500

**Exhibit 5**  
**TOWN OF NANTUCKET - Department of Public Works**  
**Implementation Plan for Major Recommendations**

RECOMMENDATION # AND DESCRIPTION	TEXT PAGE	RANK	COMPLETE BY END OF	RESPONSIBILITY	COMMENT	COST
<u>Chapter 1 - EXECUTIVE SUMMARY</u>						
No Recommendations						
<u>Chapter 2 - DEPARTMENT OF PUBLIC WORKS</u>						
1 Strengthen the Organizational Culture	36	B	Ongoing	DPW Director HR Director		No added cost
2 Enhance Management Cohesiveness	36	A	6/30/2009	Town Manager DPW Director HR Director	Ties to department reorganization	No added cost
3 Enhance the Town's Strategic Planning process and carry it down to Town departments	42	A+	12/31/2009	Board of Selectmen Town Manager DPW Director	A Town-wide issue that may require professional facilitation	Cost estimated at \$7,500 to \$15,000
4 Develop a DPW Mission Statement	42	A+	6/30/2009	Town Manager DPW Director	Develop collaboratively with DPW staff	No added cost
5 Expand management and operational reporting to the Town Manager and Board of Selectmen	42	A	6/30/2009	Town Manager DPW Director	Includes development of performance measures	No added cost
6 Maintain the current functional organization of DPW with Wastewater a DPW Division	46	A	Ongoing	Town Manager DPW Director	Also see Organization & Staffing recommendations	No added cost
7 Revisit the structure of Traffic Engineering services involving DPW and Planning	46	B+	9/30/2009	Town Manager DPW Director Planning Director		No added cost

**TOWN OF NANTUCKET - Department of Public Works  
Implementation Plan for Major Recommendations**

RECOMMENDATION # AND DESCRIPTION	TEXT PAGE	RANK	COMPLETE BY END OF	RESPONSIBILITY	COMMENT	COST
8 Review and renegotiate the Waste Options contract and expand DPW monitoring of day-to-day operations at the landfill	46	A	9/30/2009 and Ongoing	Board of Selectmen Town Manager Town Attorney DPW Director		Potential cost saving, but not measurable at this time
9 Revise the DPW Organization Plan: - Add an Engineering Services Division (headed by the Assistant Director) - Make Operations a division (headed by the General Foreman) - Add a third Working Foreman or Crew Leaders to improve supervision of crews	50	A	6/30/2009 6/30/2009 FY 2010 Budget	Board of Selectmen Town Manager HR Director DPW Director		No added cost No added cost \$60,000 with benefits
10 Add three positions to the DPW Staff: - Engineering Technician - Fleet/Facilities Manager - Management Analyst	51	A	Future Budget 12/31/2009 Future Budget	Board of Selectmen Town Manager HR Director DPW Director	Management Analyst position could be a Town-wide resource with DPW a "pilot"	\$60,000 \$90,000 \$60,000 with benefits
11 Improve Operations Management practices	57	B+	12/31/2009	Town Manager DPW Director Solution Team	Primary cost is to buy an Operations Mgt Info System (OMIS)	\$25,000 to \$40,000
12 Improve Budgeting for capital projects and operations	61	B	FY 2010 Budget	Town Manager Finance Director DPW Director		No added cost
13 Improve DPW operational and financial reporting with the OMIS	61	B	6/30/2010	Town Manager Finance Director DPW Director		

**TOWN OF NANTUCKET - Department of Public Works  
Implementation Plan for Major Recommendations**

RECOMMENDATION # AND DESCRIPTION	TEXT PAGE	RANK	COMPLETE BY END OF	RESPONSIBILITY	COMMENT	COST
14 Maximize revenues through periodic cost of service and rate studies	61	B	Ongoing	Town Manager Finance Director DPW Director		Possible added revenues, but not measurable at present
15 Improve Facilities Management services - Leadership - Planning and Projects - Preventative Maintenance	62	B+	FY 2010 and Ongoing	Town Manager DPW Director Fleet/Facilities Manager	Use Fleet Manager to oversee Facilities Management program	See cost of Fleet Manager above
16 Improve Human Resource Management - Job Descriptions - Performance Evaluations - Training and Safety Plans - Management union membership	64	B+	12/31/2009	Town Manager HR Director DPW Director		No added costs
17 Expand Information Technology systems: - OMIS - Fleet Management system	65	B+	FY 2010	Town Manager IT Director DPW Director Solution Team		See above for cost of OMIS FMIS estimated at \$25,000
18 More aggressively manage the growth of the Town's fleet	75	A+	Ongoing	Town Manager Department Directors DPW Director	Key = Fleet Manager position	Savings likely, but not measurable
19 Enhance fleet asset records	75	A	Ongoing	Town Manager Department Directors Finance Director DPW Director IT Director		No added cost

**Chapter 3 - CENTRAL TOWN GARAGE**

**TOWN OF NANTUCKET - Department of Public Works**  
**Implementation Plan for Major Recommendations**

RECOMMENDATION # AND DESCRIPTION	TEXT PAGE	RANK	COMPLETE BY END OF	RESPONSIBILITY	COMMENT	COST
20 Develop an industry-standard vehicle replacement program	75	A+	6/30/2010	Town Manager Finance Director DPW Director Department Directors		Savings likely, but not measurable
21 Cull the fleet of seldom used vehicles and equipment	75	A	Ongoing	Town Manager Finance Director DPW Director Department Directors		Added revenue probable, but not measurable
22 Develop an industry-standard approach to Fleet Management	85	A+	6/30/2010	Town Manager Finance Director DPW Director Department Directors		
23 Develop a uniform method of fleet management recordkeeping across Town departments	85	A	6/30/2010	Town Manager Finance Director DPW Director Department Directors		See Fleet Mgt Info System cost above
24 Improve the management of contract garages and services	85	A	6/30/2010	Town Manager Finance Director DPW Director Department Directors		Cost savings expected, but not measurable
25 Implement at least a partially centralized Fleet Management program	92	A+	12/31/2009	Board of Selectmen Town Manager Finance Director DPW Director Department Directors		See costs above